

FISCAL 2020

EXECUTIVE SUMMARY BOARD OF ESTIMATES RECOMMENDATIONS



CITY OF BALTIMORE, MARYLAND

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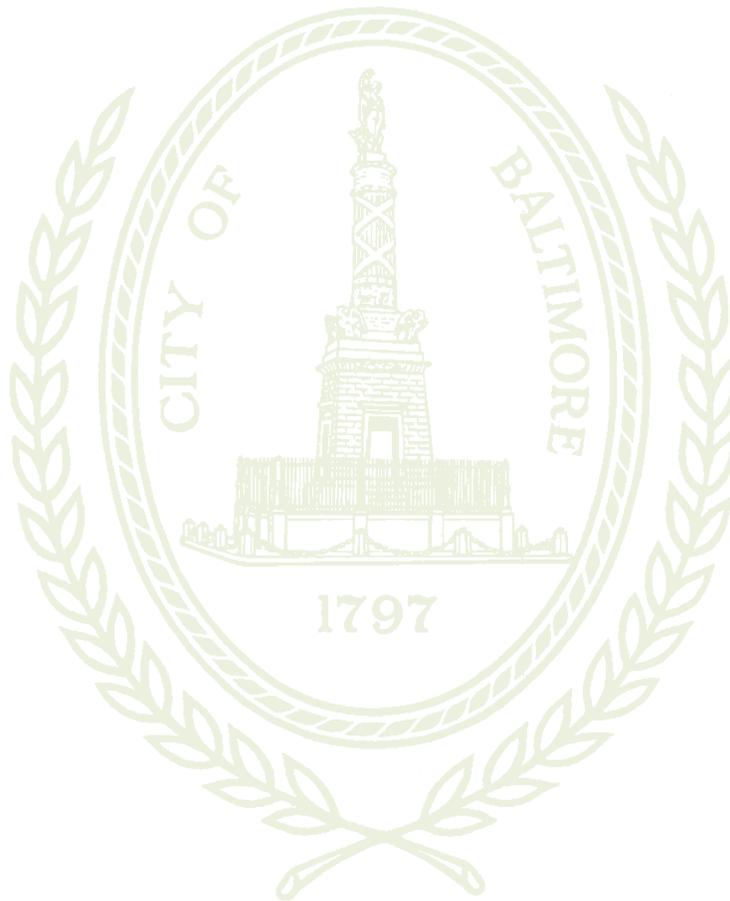
Mary Pat Clarke

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BERNARD C. “JACK” YOUNG
EX OFFICIO MAYOR

*100 Holliday Street, Room 250
Baltimore, Maryland 21202*

May 1, 2019

The Honorable Members of the City Council
City Hall, Room 400
Baltimore, Maryland 20212

Re: Fiscal 2020 Proposed Ordinance of Estimates

The Fiscal 2020 Board of Estimates Budget recommendation represents another major step in our vision for moving Baltimore forward. Building the best budget for Baltimore is a delicate balancing act - between providing critical services that citizens deserve, while maintaining fiscal discipline and encouraging greater investment. The Fiscal 2020 budget delivers on all fronts.

The Fiscal 2020 recommended budget plan includes new funding for an ambitious Community Development Plan, as well as funding to begin delivery of the City’s Information Technology (IT) modernization plan. Under Public Safety, the Police budget includes investments in technology and equipment, the professionalization of critical administrative functions, and savings from a more efficient Patrol schedule. These key changes are the first steps to modernizing the Police Department and ensuring compliance with the federal consent decree.

In addition to new investments, the recommended plan maintains core City services, concludes a three-year commitment to City Schools, and achieves a significant milestone in the City’s property tax reduction efforts. This year the City will meet its 20 cents by 2020 goal. This reduces the effective property tax rate for owner-occupied properties by 8.9% versus 2012, saving the average taxpayer over \$300 annually.

The Fiscal 2020 recommended budget totals \$3.55 billion across all funding sources, including \$2.9 billion for operating expenses and \$627.5 million for capital investment. The General Fund budget totals \$1.9 billion, a 3.2% increase from the Fiscal 2019 Adopted Budget.

Budget Context

The City’s short-term fiscal outlook continues to improve. A number of indicators strengthen the City’s fiscal outlook, including: a lengthy economic recovery, rising real and personal property assessments, growing income tax receipts, and successful cost containment strategies on health care and civilian pension costs.

With this context, in August 2018 the Department of Finance began development of its Current Level of Services (CLS) projection for Fiscal 2020. The forecast looked at projected General Fund revenues for the upcoming fiscal year and compared them to the projected cost to maintain current service levels. Revenues were projected to grow by 3.8% versus operating expenditure growth of 2.8%.

The net effect of these adjustments is a \$33.1 million surplus, beyond what was needed to maintain current service levels. The development of the Fiscal 2020 budget was guided by three principles: prioritize any new spending on high-value programs, offset new costs with recurring savings, and target remaining funds towards capital or one-time investments.

Budget Plan

The Fiscal 2020 recommended budget plan was built around Baltimore's Five Priority Outcomes: Education and Youth Engagement, Public Safety, Quality of Life, Economic Development and Jobs, and Accountability and Transparency. Detailed descriptions of how the Budget Plan aligns with each of these Priority Outcomes begins on page 85. A preview for each Priority Outcome is summarized below:

Education and Youth Engagement

The recommended budget plan includes \$445.7 million across all funding sources. Key highlights include:

- Fiscal 2020 marks the final installment of a three-year bridge funding commitment to help stabilize City School's finances. The City has pledged \$99.2 million above the Fiscal 2017 baseline over the three-year period (Fiscal 2018 to Fiscal 2020). The final contribution in Fiscal 2020 is \$38.5 million above the Fiscal 2017 baseline.
- Total City support for City Schools exceeds \$375.6 million. City funding supports Maintenance of Effort payments, the 21st Century School Modernization fund, teacher pension costs, retiree health benefits, school health, and crossing guard services.
- Fiscal 2020 will mark the third year of Charter-required contributions to the Children and Youth Fund. The Fiscal 2020 contribution is \$13.0 million.

Public Safety

The recommended budget plan includes \$952.7 million across all funding sources. Key highlights include:

- The Police Department budget reflects the City's new contract with the Fraternal Order of Police (FOP). It includes a 3% officer pay increase, a new Patrol schedule, and a \$1,000 annual pay premium for officers assigned to Patrol. The new Patrol schedule provides more consistent coverage with less reliance on overtime, which will both reduce City costs and improve officer safety and well-being.
- The Police Department budget includes \$11.8 million of new Information Technology funding to modernize the Police Department's IT systems, which is a key component of consent decree compliance. The funding covers the development of new systems for Records Management, Use of Force, and Early Intervention, among others.
- The Police Department will complete the first phase of a professionalization plan, swapping out 62 sworn positions for 62 civilian positions in functions such as Human Resources, Finance, Asset Management, Crime Lab, and Evidence Control, among others. This effort will redirect sworn officers to critical policing work while improving the quality of administrative and support functions.
- The Fire Department budget reflects the second year of a \$668,200 community paramedicine partnership with the University of Maryland Medical System. This program pairs nurses with EMS units to divert high-need patients to appropriate care.
- The Department of Transportation will continue towards its goal of a network of 100 speed and 100 red light cameras. This is expected to reduce accidents and improve pedestrian, bicyclist, and driver safety.

Quality of Life

The recommended budget plan includes \$1.09 billion across all funding sources and funds projects across a variety of services that improve citizens' overall quality of life such as street and alley cleaning, waste disposal and recycling, business

district cleaning, health and housing services, demolition of vacant housing, recreational opportunities, transportation, and infrastructure investment. Key highlights include:

- New funding will support the Department of Housing and Community Development's Community Development Framework, which will serve as a comprehensive strategy and guide for addressing a variety of neighborhood conditions in Baltimore. An estimated \$15 million will go to the Affordable Housing Trust Fund to support families who earn less than half of the area median income. \$5 million will support the Community Catalyst Grants, which provide both operating and capital support for community-driven revitalization efforts.
- The budget includes \$9.6 million for landfill development, to prepare the City for an eventual expansion of the Quarantine Road site, as the landfill is nearing the end of its useful life.

Economic Development and Jobs

The recommended budget plan totals \$149.5 million across all funding sources in support of strategies to increase jobs, employment, and visitors to Baltimore in Fiscal 2020. Key highlights include:

- The budget includes \$32.2 million for Visit Baltimore and the Convention Center, to enhance Baltimore's reputation as a travel destination. The Convention Center expects over 500,000 attendees from 136 scheduled events in Fiscal 2020. The Maryland Stadium Authority has begun the second phase of a study of options for expanding and/or renovating the Convention Center.
- The budget includes \$30 million for workforce development initiatives targeted for Baltimore City residents. This includes a network of centers to provide residents with assistance in job searching, career counseling, and skills training.
- The budget adds \$500,000 of new funding for the Baltimore Office of Promotion and Arts (BOPA) to promote and enhance visitors' experience for the Preakness, one of Baltimore's marquee events. The new funds will also be used to brand the City as an arts and culture destination.

Accountability and Transparency

The recommended budget plan includes \$193.3 million across all funding sources for financial, legal, information technology, human resources, and other functions that support the delivery of public services to residents. Highly effective support services lead to cost savings and better performance. Key highlights include:

- Baltimore City Information Technology (BCIT) will begin work on an Enterprise Resource Planning (ERP) system which will introduce City-wide efficiencies in key Finance, Payroll, and Human Resources systems.
- The Department of Planning will invest in a new Asset Management system to inventory the condition of City assets, which will lead to better forecasting and prioritization of Capital spending.
- The Department of General Services will invest in a building automation system, placing sensors and meters at key locations in City buildings to better monitor heating, ventilation, and air conditioning (HVAC) systems. This will ultimately lead to more timely work order completion and lower maintenance and energy costs.
- The Mayor's Innovation Team will add three data analysts with a focus on streamlining and automating redundant City processes, which will save time and return more focus to core agency missions.

Fiscal Outlook

Despite the City's fiscal progress in recent years, Baltimore is still in a tenuous position. We are an older city with high service demands, unmet infrastructure needs, and a lower taxable base relative to other Maryland counties. The City faces unique fiscal risks; these give us pause and dictate a cautious approach:

Schools: The City's three-year bridge funding commitment to City Schools expires at the end of Fiscal 2020. Concurrently, the Kirwan Commission has been examining statewide education policy and funding formulas. The City expects school funding issues to be revisited in the 2020 General Assembly session which could affect the City's Fiscal 2021 budget. Local jurisdictions will likely be required to share the cost of new funding proposals.

Convention Center: The City's Convention Center was constructed in 1979. It was last expanded and renovated in 1997. The Maryland Stadium Authority is studying options for the Convention Center; a final report is expected in 2019. Any renovation or expansion costs will be borne by both the State and the City.

Fire and Police pension: The unions' challenge to the 2010 Fire and Police pension reform continues. The trial in State Court is complete and the City expects a ruling shortly. If the unions prevail, the City could owe retroactive payments and will face an increase in annual pension contributions unless curative legislation is passed.

Solid Waste disposal: The Clean Air Act, passed in February 2019, requires stricter emissions standards on incinerators and could ultimately lead to the closure of the Baltimore Refuse Energy Systems Company (BRESKO) facility. The BRESKO incinerator is a critical part of the City's solid waste disposal system, and its loss could lead to higher solid waste disposal costs.

Hovering over these unique City risks is the increasing potential for a broader economic downturn. The national economy is now in its tenth year of recovery since the Great Recession, and this decade-long expansion will soon be the longest recovery period of the post-World War II era. Even a mild economic downturn can put significant pressure on City revenues. Critical City revenue sources such as property tax, income tax, and transfer and recordation taxes, among many others, are highly sensitive to changes in economic conditions and to the real estate market in particular.

Given these risks, I think we have struck the right balance in the Fiscal 2020 recommended budget. We are continually investing in services that our citizens deserve, while remaining faithful to Baltimore's tradition of sound financial management. I ask for your support for the Board of Estimates Budget recommendations.

Sincerely,

A handwritten signature in black ink that reads "Bernard C. Jack Young". The signature is written in a cursive, flowing style with a long, sweeping underline that extends to the right.

Bernard C. "Jack" Young
Ex Officio Mayor
City of Baltimore

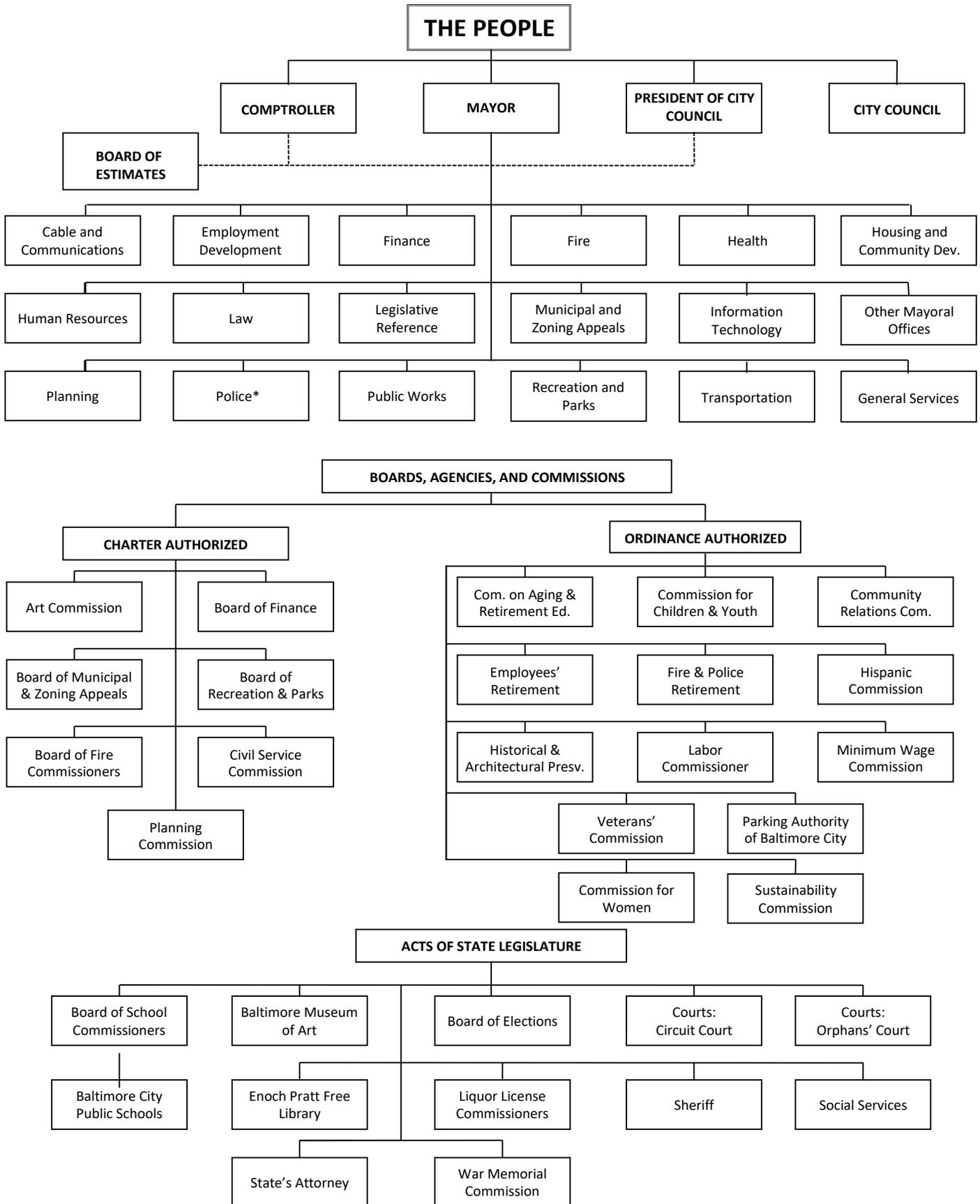
FISCAL 2020

EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Introduction

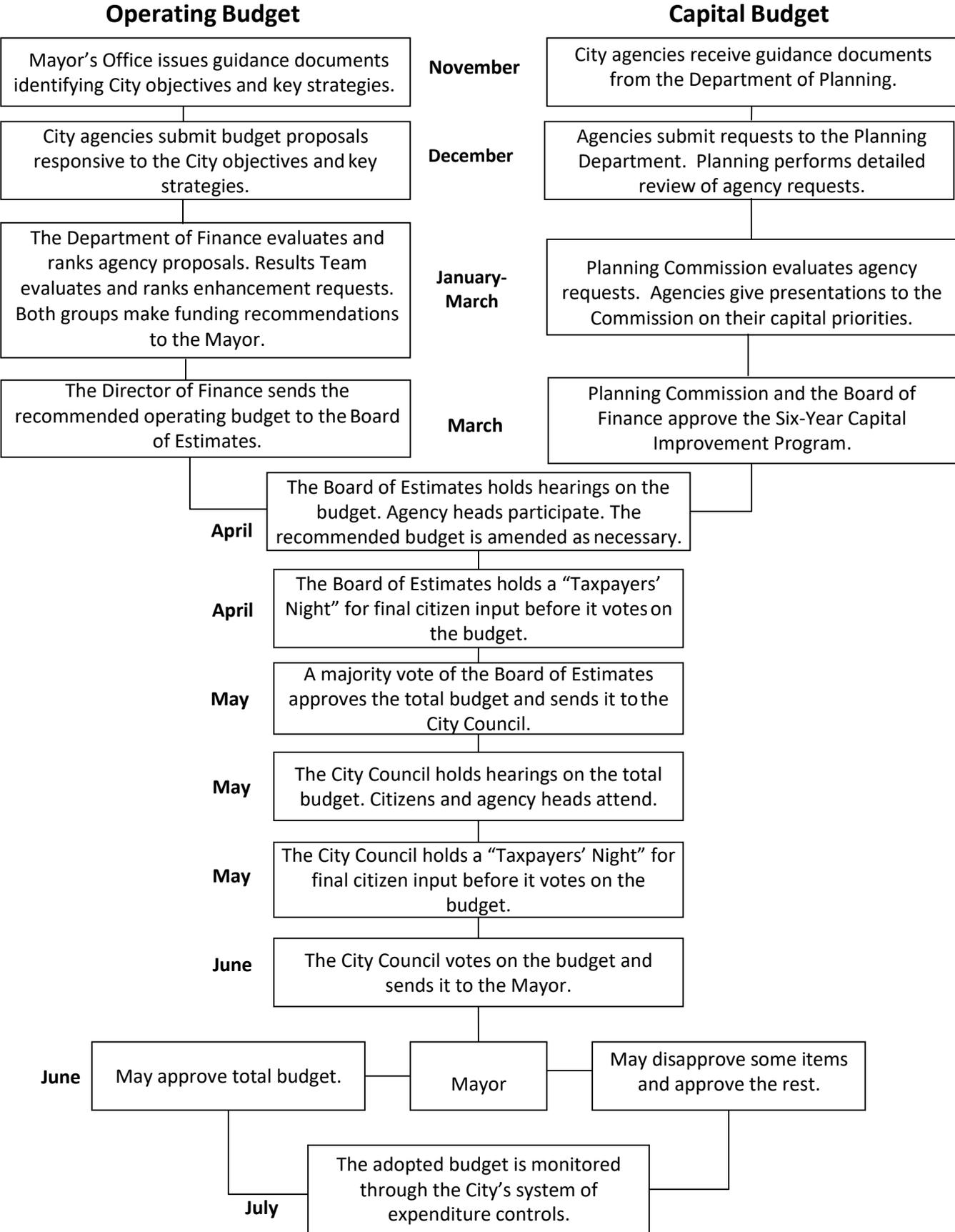
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MUNICIPAL ORGANIZATION CHART



*The Baltimore Police Department was created by an act of State legislature. The Mayor has the statutory right to hire and replace the Police Commissioner.

The City of Baltimore's Budget Process



Baltimore's Budget Process

Prior to Fiscal 2011, Baltimore used a traditional agency-centric budget process similar to what was used by other local governments across the country. Each year, funding was allocated to agencies based on available resources and prior-year spending patterns, and agencies were given freedom to allocate their resources among a variety of functions. Although this process kept the City's budget in balance from a financial perspective, it was unclear which agency functions were most important to citizens and which were demonstrating results.

In Fiscal 2011, Baltimore implemented an innovative process called Outcome Budgeting. The process required agencies to make service-level budget proposals that justify investments in strategies geared towards achieving City-wide outcomes and goals. Although the process has evolved significantly over the past decade, the underlying principle remains the same: to not only keep Baltimore's budget sustainably balanced, but also to get the best use of City resources by devoting resources to services that achieve the best results for our citizens.

The ultimate goal of the budget process is to establish a virtuous cycle: first, developing a strategic plan; next, budgeting resources in a manner informed by the strategic plan; and finally, tracking performance against the plan. To provide more insight into Baltimore's budget process, we have provided a description of each step of the budget process.



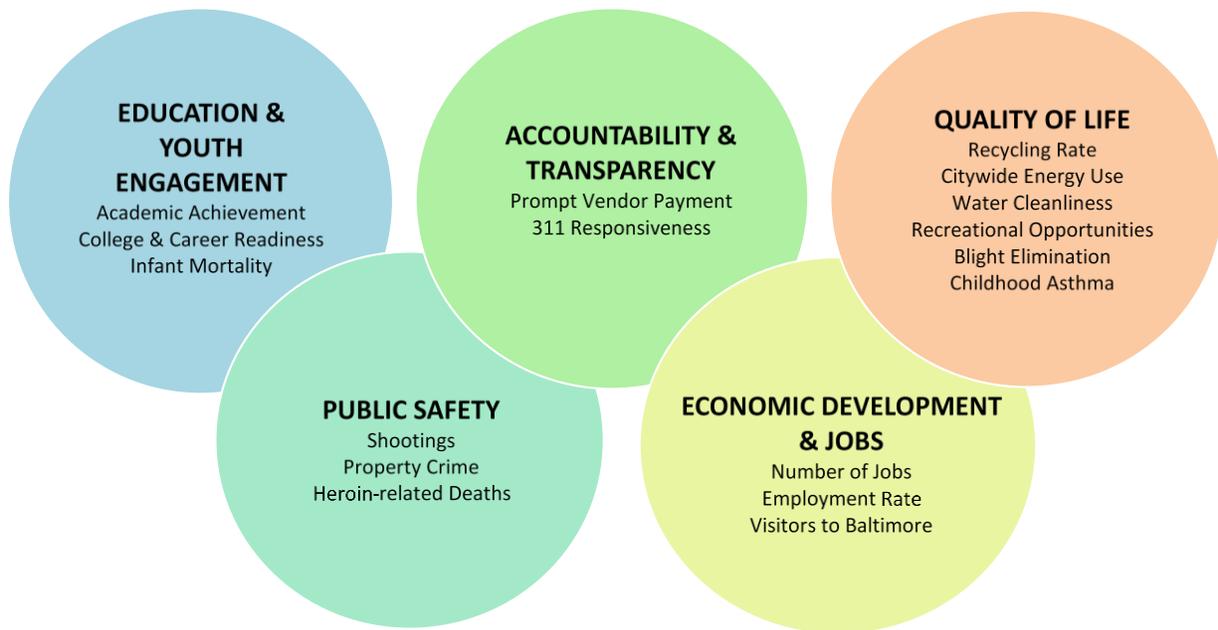
Strategic Planning

Priority Outcomes and Indicators

The Mayor and Senior Team first decide on a set of Priority Outcomes and indicators. Priority Outcomes are broadly-defined goals for the City. Although these have been modified and adjusted to reflect the priorities of each Mayoral administration, similar themes are common. The Fiscal 2020 budget was built around five Priority Outcomes: Public Safety, Education and Youth, Economic Development and Jobs, Quality of Life, and Accountability and Transparency.

Next, under each Priority Outcome, three to five indicators are chosen to serve as a measure of how well the City is advancing the Priority Outcome. Indicators should be measured annually and use an external source to ensure integrity of the data. Taken together, these Priority Outcomes and indicators serve as a report card on how well the City is doing.

Baltimore's Priority Outcomes



Service-Level Budgets

Each agency organizes its budget around services with simple descriptions and clearly identified costs. Budgeting by service deliberately changes the focus from agencies to services, and allows us to understand exactly what it costs to carry out each specific function of government. Service descriptions were overhauled and re-organized for the Fiscal 2011 budget.

One key advantage of this approach is that services are evaluated based on which Priority Outcome they advance rather than which agency manages the service. For example, the Department of Transportation has a wide range of functions that address different Priority Outcomes. Services such as Traffic Safety and Street Lighting support Public Safety, while Parking Management and Special Events support Economic Development and Jobs. This approach allows us to identify and eliminate duplication of efforts across agencies, and isolate services that are not contributing to desired results.

A listing of the services and funding levels by Priority Outcome can be seen in the Summary of Operating Budget Recommendations Section on page 85.

Service-Level Performance Measures

Agencies work with the Bureau of the Budget and Management Research (BBMR) and the Mayor's Office of Sustainable Solutions (MOSS) to develop performance measures for each service. Internally, performance measures allow the City to assess the service's performance over time, and to make corrections if necessary. Externally, performance measures allow the agency to communicate the value that citizens get for their tax dollars.

There are four types of performance measures:

Type	Description	Example for Service 609: Emergency Medical Services
Output	How much service is being delivered	Number of EMS responses
Efficiency	The cost in dollars and/or time per unit of output	Percent of EMS fees collected versus total billable
Effectiveness	How well the service meets standards based on customer expectations	Percent EMS responses within 9 minutes
Outcome	How much better off is the customer	Percent of patients surviving cardiac arrest

Performance measures must meet the S.M.A.R.T. test:

Label	Type	Description
S	Specific	Measure is clear and focused
M	Measurable	Can be quantified and allow for analysis
A	Ambitious	The target should stretch the service to improve performance
R	Realistic	The target should make sense given the organization’s fiscal constraints
T	Time Bound	There should be a clear timeframe for achieving the targeted performance

Service level performance measures were first developed in Fiscal 2011 for larger agencies and in Fiscal 2012 for smaller and medium-sized agencies. In Fiscal 2018, MOSS launched a comprehensive review of all service-based performance measures citywide. All performance measures, including past years’ actuals and the next budget year’s target, are reflected in each year’s Agency Detail budget publication.

Budgeting Proposals

Agencies are asked to submit a budget proposal for each service. The budget proposal is a formal request from the agency to BBMR for resources for the next fiscal year. The budget proposal includes both financial information and details about how the service impacts the City. Agencies are asked: How does your service align with the Priority Outcomes? How does your service drive improvement in one of the city-wide indicators? And, what steps will the service take to improve performance? Agencies are also provided the opportunity to submit enhancement funding requests. Enhancement requests are for projects that would improve efficiency and effectiveness of agencies.

Results Teams

Budget proposals and enhancement requests are reviewed by BBMR staff in conjunction with Results Teams. Results Teams are small teams composed of the “best and brightest” within City government and include mid-level managers, analysts, or front-line operational experts.

In Fiscal 2020, the City deployed its Results Team to focus on evaluating agency enhancement requests across all Priority Outcomes. The team was made up of the following members:

Member	Agency
Sarah Buzogany, Food Resilience Planner	Department of Planning
Terrence Jennings, Special Assistant to the Chief of Strategic Alliances	Mayor's Office
Chris Harrington, Budget and Management Analyst	Department of Finance
Chichi Nyagah-Nash, Assistant Deputy Director	Department of Human Resources
Melanie Shimano, Data Automation and Technology Analyst	Department of General Services
Andrew Vaught, Executive Director of Operations	Baltimore Police Department
Josh Wilson, CitiStat SMART Analyst	Mayor's Office of Sustainable Solutions

Budget Recommendations

Next, the Department of Finance shares all information with the Mayor and Senior Team, and develops the Preliminary Budget which is released in March. In April, the Mayor and BBMR work to incorporate feedback from the Board of Estimates and Taxpayers' Night to develop a final budget recommendation, which is submitted to the Board of Estimates in May. Once the Board of Estimates approves the budget it is passed on to City Council for review. In May and June, the City Council holds hearings with agencies and hosts a Taxpayers' Night. In June, the City Council votes on the budget and the budget is submitted to the Mayor for final passage. The final budget must be acted on the City Council at least five days before the start of the fiscal year.

Performance Management

Once the budget is approved, regular performance management sessions are held between the Mayor's Office, CitiStatSMART team and agency leadership to discuss performance, identify problems, diagnose causes, and direct resources to solve problems. BBMR, Department of Human Resources (DHR), and Baltimore City Information and Technology (BCIT) staff also participate in these meetings. Currently, there are four regular performance management meetings: Mini Stat, Violence Reduction Initiative, Neighborhood Revitalization Initiative, and Procurement, Inclusion, and Equity (PIE). Mini Stat meetings are agency specific and based on performance agreements between the Mayor's Office, CitiStatSMART team, BBMR, and agency leaders establishing priorities, goals, objectives, measures, and data collection plans to track and evaluate performance. Agencies currently participating in monthly Mini Stat meetings include the Police Department, Department of Transportation, Department of Public Works, Fire Department, and Department of Recreation and Parks. Violence Reduction Initiative meetings are held daily, while Neighborhood Revitalization Initiative and PIE meetings occur monthly. Performance management is a vital component of Baltimore's budget process and ensures that agencies are meeting goals and advancing the City's Priority Outcomes.

New Developments

In looking to the future of Baltimore's budget process, BBMR is working to expand community input in the budget process and beginning the work of budgeting for equity.

Community Outreach

A key part of BBMR's role is to provide residents with insights into the budget and the budget process. Over the years, BBMR has embraced this role with the development of the Budget Pop-Up at the Board of Estimates Taxpayers' Night, presentations and workshops in the community, and social media presence. BBMR invested in expanding this initiative in Fiscal Year 2019 with the hiring of a Baltimore Corps Fellow. During this time, BBMR conducted five community presentations as of March 2019 with over 150 attendees, hosted an Ask Me Anything session on Reddit about the Preliminary Budget, and coordinated the 2019 Taxpayers' Night with over 100 attendees. In efforts to continue and expand this work, BBMR is planning to host more presentations and workshops that will provide residents the opportunity to share input on the budget, which will be compiled and shared with decision makers during the development of the budget.

Equity in the Budget

In the summer of 2017, Baltimore's Department of Planning began analyzing where capital projects occurred in the City based on race, income, and age group. In 2018, the City Council established an Equity Assessment Program (Council Bill 18-0223) with the intent to eliminate structural and institutional racism and other forms of discrimination. As BBMR begins the process of formalizing equity in our work, we plan to build equity into the measures we use to assess the City's progress under the Priority Outcomes, explicitly ask about equity in the budget proposal process, and incorporate equity into our City Council bill responses. Working towards equity in Baltimore is a process and we still have a long way to go. We have begun the work internally by developing a working definition around which we are basing our planning and process.

An equitable Baltimore means that quality of life outcomes are not predicated on race, gender, class, and sexual orientation. At BBMR, we recognize the racialized context and history of Baltimore City, and value racial equity as central to our efforts. We believe that achieving equity is a process requiring intentional evaluation and transformation of policies, processes, and systems in order to dismantle barriers to quality of life outcomes. Since a City's budget represents the priorities of its leaders, we believe infusing equity in our work is vital to achieving an equitable Baltimore. Working for equity in our role starts with examining our internal policies and operations, the City's funding sources and allocations, public engagement with the budget, and the budget process itself in order to identify actions to help attain an equitable Baltimore.

We plan to share concrete next steps and actions throughout the process through future publications, website, and social media accounts.

Budget for Baltimore

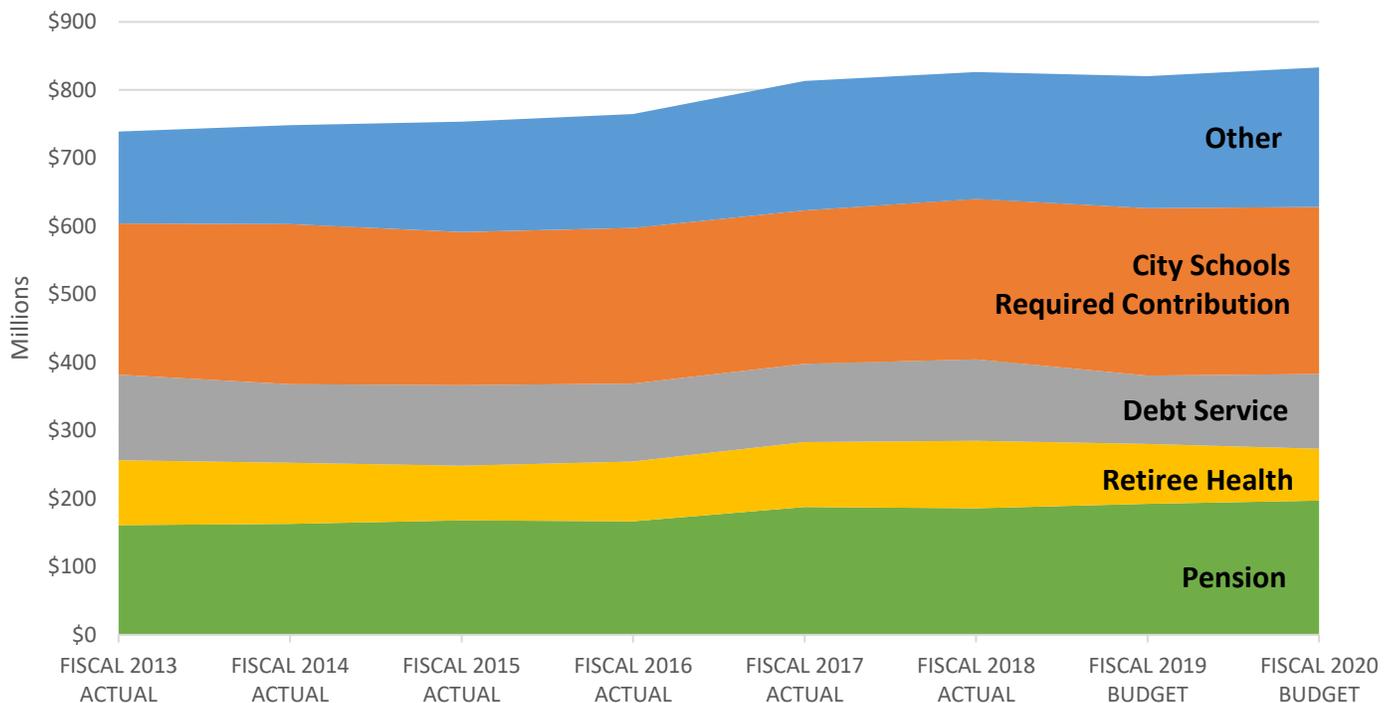
BBMR considers the budget process to be a collaborative effort led by the Mayor, with input from agencies, Council members, and Baltimore City residents. BBMR is committed to building and upholding an open and equitable process.

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What are Fixed Costs?

In general, “fixed costs” are expenses that the City is required to pay by law or contract and cannot be easily reduced in the short-term. As shown in the chart below, the City’s fixed costs include contributions to employee pension systems, health care for retirees, the State-mandated Maintenance of Effort (MOE) contribution to Baltimore City Public Schools (BCPS), and payment of debt service.

General Fund Fixed Costs Trend



Pension Costs: The City funds three pension systems for sworn fire and police employees, civil service employees, and elected officials.

Retiree Health: The City subsidizes medical and prescription drug benefits for 14,872 out of 23,140 eligible retirees, 5,721 of those are BCPSS retirees or retired State librarians.

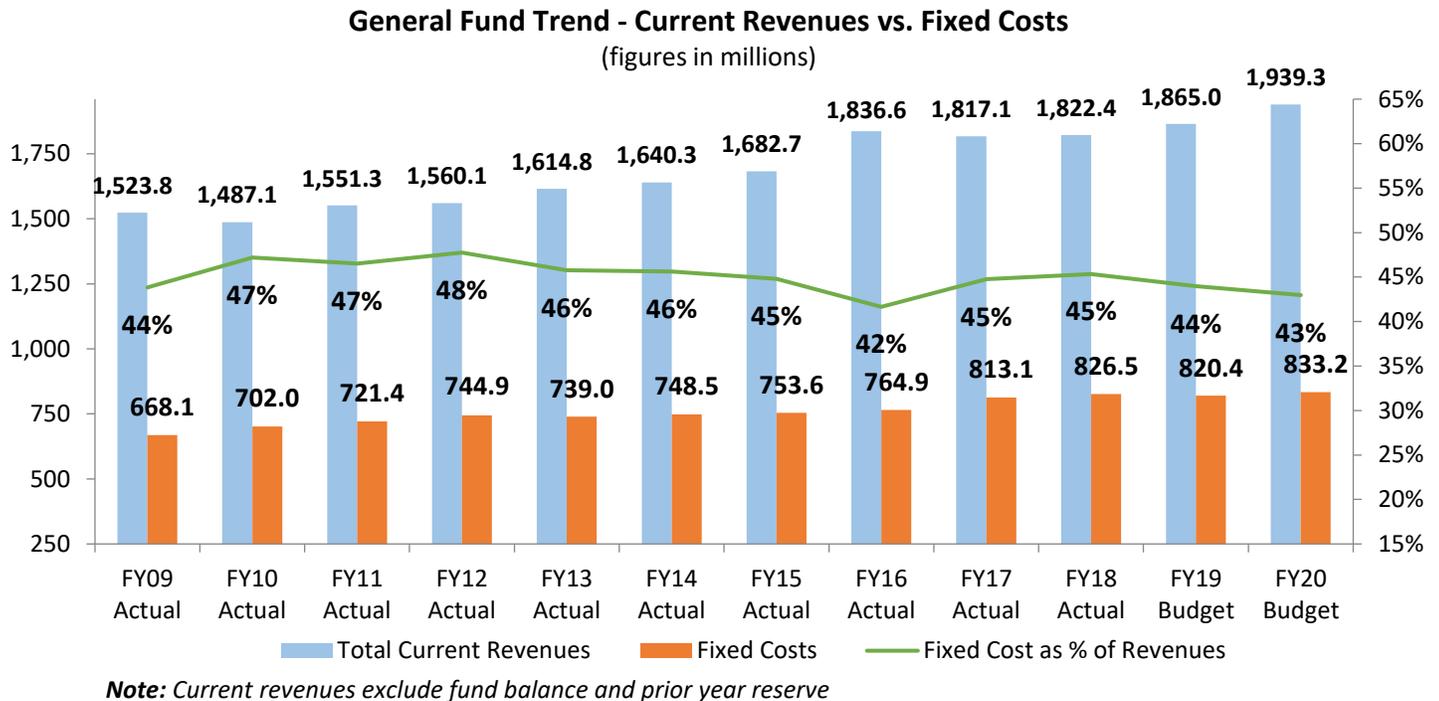
Debt Service: The City Charter mandates that payment of the principal and interest on municipal debt must be funded. The General Fund budget includes funding to pay debt on General Obligation Bonds used for capital projects, county transportation bonds, Tax Increment Financing (TIF), Conditional Purchase Agreements (CPA), and economic development loans from the State.

City Schools Required Contribution: State law requires that Baltimore City maintain its education funding effort from year to year on a per-pupil basis and pay a portion of the normal cost of the teacher pension system.

Other: Other fixed costs include workers’ compensation claims; insurance and liability costs; a State mandated contribution to Baltimore City Community College; gas, electric, sewer and water costs; and tipping fees for solid waste disposal.

Fixed Cost Trends

From Fiscal 2009 to Fiscal 2012, fixed costs grew from only 44% of General Fund revenues to 48% of General Fund revenues. Since Fiscal 2013, due to a series of reforms, fixed costs have leveled off at approximately 43% of General Fund revenues, as represented by the line in the graph below.



In the Fiscal 2020 Recommended Budget, fixed costs grow \$13.2 million versus Fiscal 2019 budgeted levels. The increase is primarily related to increases in debt service due to the accumulated increase in the City's borrowing in Fiscal Years 2016-2019 from \$50 million a year to \$65 million a year. Borrowing will increase to \$80 million for Fiscal Years 2020 and 2021. The increase in fixed costs also include growth in the Fire and Police pension contributions and in fleet replacement costs.

Employees' Retirement Systems

In 2010, the City reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 81% from \$48 million Fiscal 2005 to \$87.5 million in Fiscal 2010. These reforms included:

- Replacing the variable benefit with a cost of living adjustment capped at 2%.
- Modifying age and years of service requirement to 25 years of completed service or age 55 with 15 years of completed service.
- Increasing employee contributions from 6% to 10% over a four-year period from Fiscal 2011 to Fiscal 2014.
- Extending the time-period used for calculating average final compensation from 18 months to 3 years.

In 2013, the City also reformed the Employee Retirement System (ERS) for civilian employees. These reforms included:

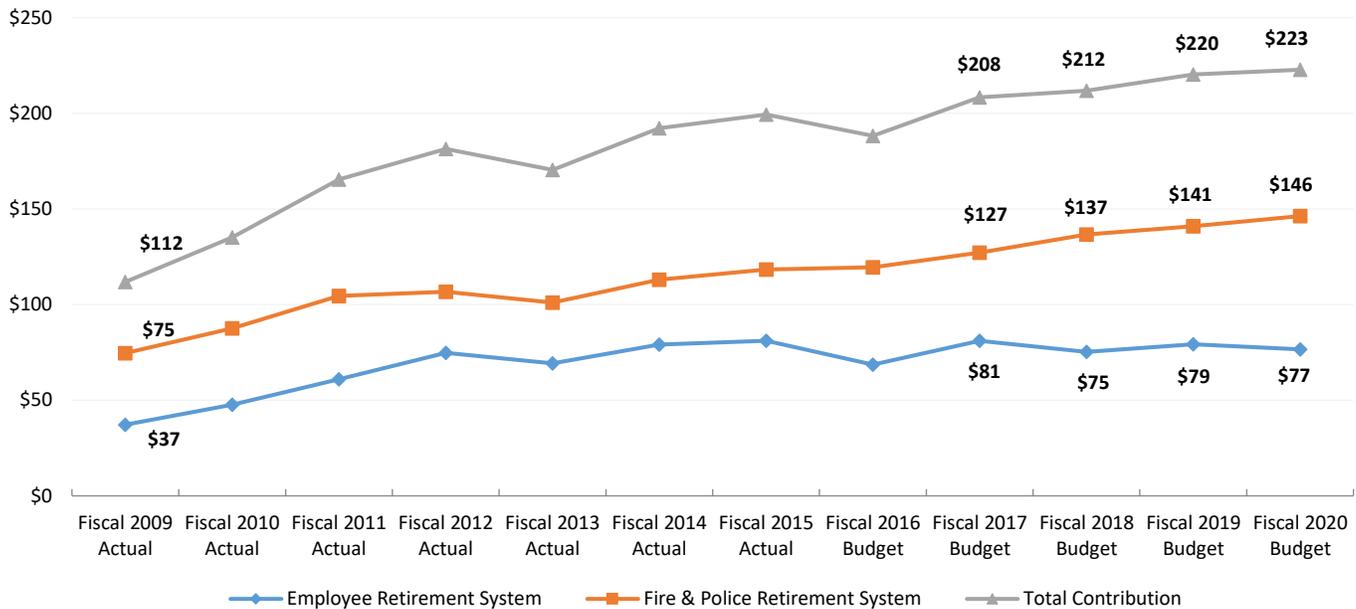
- For existing civilian employees hired before July 1, 2014, phasing in employee contributions of 1% of salary per year up to a cap of 5% contributions in Fiscal 2019.
- Creating a new retirement system for employees hired after July 1, 2014. These employees can choose to enter the new Retirement Savings Plan (RSP) with mandatory employee contributions plus a City match, or a hybrid plan, which includes a mix of RSP and a guaranteed benefit under the Employee Retirement System.

For the Fiscal 2018 year-end report which informed the Fiscal 2020 budget, both systems beat their return benchmark, leading to a lower than expected cost growth. The ERS and EOS system reported an 8.5% investment return against a 7.0% benchmark, and FPERs reported an 8.5% investment return against a 7.25% benchmark.

The chart below shows that these reforms have significantly reduced the rate of growth of the City’s contribution (as compared to the Fiscal 2009 to Fiscal 2011 time-period).

Contribution to the Employee's Retirement Systems (All Funds)

(Figure in Millions)



Note: ERS figures also include Library, Sheriff’s Office and Elected Officials

In addition to these reforms, the Board of each system adopted more conservative valuation methodologies, to more accurately reflect the systems’ financial status:

- FPERs revised its investment benchmark from 7.5% to 7.25% in 2018. For the 2018 actuary report, the FPERs Board also clarified many of its years of service calculations and survivor benefits to more accurately reflect the System’s liabilities.
- ERS revised its investment assumption from 7.75% to 7.5% in 2015, and down to 7% in Fiscal Year 2018. ERS also updated its demographic assumptions for termination and retirement disability to more accurately reflect future liabilities.
- ERS and FPERs adopted a closed amortization schedule, which means the total unfunded liability will be paid by 2032.

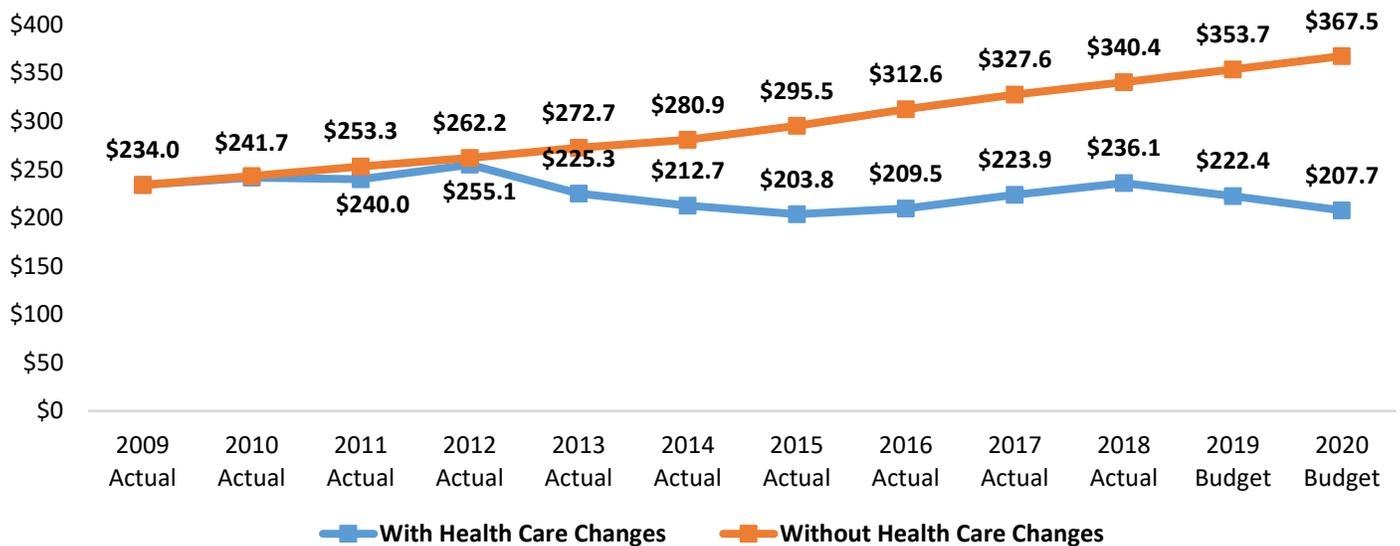
Health Care for Employees and Retirees

From Fiscal 2005 to Fiscal 2010, the City’s cost of providing medical and drug benefits to its employees and retirees grew by \$69 million, or 40%, from \$172.2 million to \$241.7 million. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession.

Several changes to health care plans have been made that have collectively reduced the City’s costs by \$150 million compared to baseline estimates. The recent changes are summarized below both graphically and sequentially:

Baltimore City Health Care Costs

(dollars in millions)



Fiscal 2011 Changes

- 10% prescription drug premium co-share for retirees

Fiscal 2012 Changes

- Prescription co-pay tier adjustments for retirees
- Reduce the number of Medicare supplemental plan options for retirees from five to two
- \$100 annual pharmacy deductible for retirees
- Drug Quantity Management
- Prescription Drug Prior Authorization
- Mandatory pre-certification/enhanced utilization review/case management
- Step Therapy

Fiscal 2013 Changes

- As of January 1, 2013, the City pays 79.2% of premium costs for a new standard network medical benefit plan that requires deductibles and co-insurance. Employees can opt to pay the full incremental cost for a medical plan with lower out-of-pocket costs. The City also requires all employees and retirees to pay 20% of their prescription drug premium costs.

Fiscal 2014 Changes

- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.

Fiscal 2017 Changes

- The City shifted several health care plans to a self-funded model, which decreases external administrative costs and provides the City with greater flexibility in determining premiums. This shift decreased City costs by \$7 million in calendar year 2017.
- The City reduced Medicare supplemental plan reimbursements paid by the City from 100% to 80%, which decreased costs by \$8.6 million in calendar year 2017.

Fiscal 2019 Changes

- The City rebid health care and prescription drug coverage contracts and switched from Express Scripts to CVS Caremark. The shift from 9 to 4 health care providers and the new prescription drug provider saved the City nearly \$35 million.

Fiscal 2020 Changes

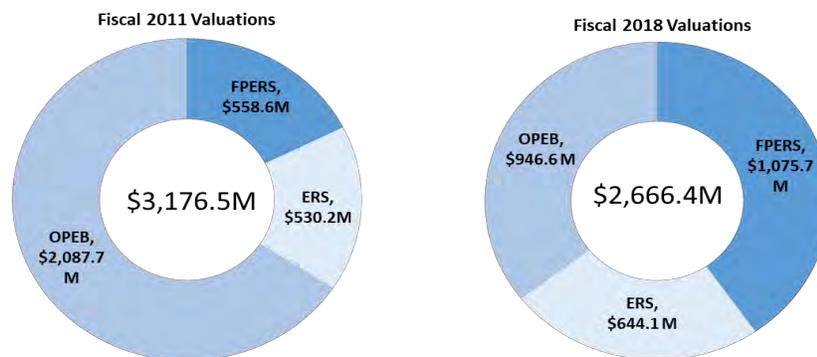
- There were no changes to healthcare policy, but the City is seeing a greater percentage of retirees not enrolling in City sponsored plans.

Long-Term Liabilities for Pensions and Retiree Health Care

As with many cities and states across the country, Baltimore faces large-scale, long-term liabilities associated with retiree pension and health benefits. Pensions and retiree health plans have pay-as-you-go costs equal to the benefits distributed or claimed that year, but they also have accrued obligations to be paid in the future. Actuaries determine the amount of assets that must be set aside now to ensure adequate resources are available in the future.

The pie charts below show that Baltimore’s long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 and were reduced to \$2.6 billion as of the Fiscal 2018 valuations.

The overall reduction is driven by lower Other Post-Employment Benefits (OPEB), primarily retiree health care, stemming from redesign of the City’s medical plans, increased cost-share for prescription drug coverage, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions. Due in large part to these reforms, the unfunded OPEB liability decreased by \$1.1 billion since the Fiscal 2011 valuation. The long-term unfunded liability of OPEB stayed steady in Fiscal Year 2020, after increasing in 2019 because of changes in accounting standards required by the Government Accounting Standards Board (GASB). Liabilities for the FPERS pension plans continue to grow due to ongoing amortization of prior year investment losses, the steady decrease in number of active employees, the growing number of retirees, and the adoption of more conservative actuarial methods. Steady market performance improved the overall position of the ERS pension plan between Fiscal 2011 and Fiscal 2014, but the funding ratio has yet to return to the Fiscal 2011 level. As of the Fiscal 2018 valuation, the funded ratio for ERS is 74.1% and for FPERS is 69.8%.



OPEB: Other post-employment benefits, namely retiree health care coverage.

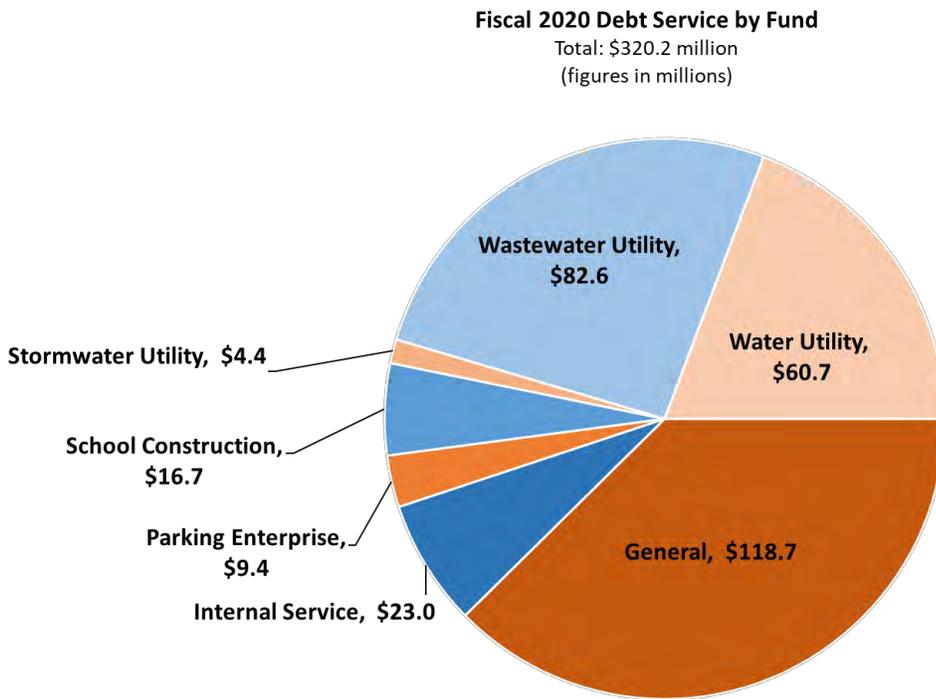
FPERS: Fire and Police Employees' Retirement System.

ERS: Employee Retirement System for civilian employees.

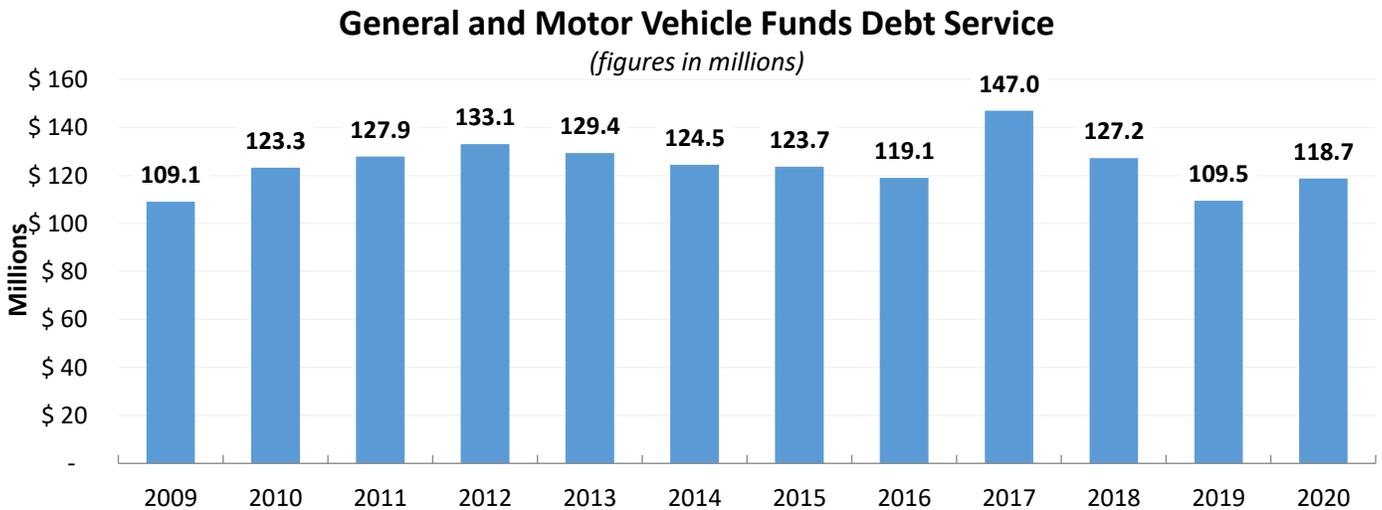
Unfunded Pension and OPEB liabilities have shrunk by \$510 million.

Debt Service

The City's total debt service is projected at \$320.2 million for Fiscal 2020, among the following sources:



The Fiscal 2020 General Fund recommendation of \$118.7 million in debt service is \$9.2 million above the Fiscal 2019 adopted budget. The increase is due to the accumulated increase in the City's borrowing in Fiscal Years 2016-2019 from \$50 million a year to \$65 million a year. Borrowing will increase to \$80 million for Fiscal Years 2020 and 2021, which was approved by voters during the 2018 elections. The following chart illustrates General Fund debt service over the past 10 years:



Note: Debt Service includes GO Bonds, Conditional Purchase Agreements, TIF Debt Service, Hotel

Fiscal 2017 included a \$10.5 million debt pre-payment, which reduced the City's future payments by \$3.1 million over 10 years. Debt service overall, had been trending downwards due to a decrease on debt issued through conditional purchase agreements.

Risk Management

Risk Management costs include workers' compensation, legal liability, insurance, and administration.

The City's self-insured costs (workers' compensation and legal liability) are projected through an annual actuarial valuation. Other insurance and administrative costs are determined by analysis of historical actuals and trends; these costs include personnel in the Department of Finance (Risk Management) and the Law Department (workers' compensation and auto liability), as well as other brokerage, medical, and contractual costs.

The City shares a portion of the Risk Management costs with the Baltimore City Public Schools (BCPS), based upon the BCPS share of annual claims. In the Fiscal Year 2018 budget process, the City agreed to bridge a funding gap in Baltimore City Schools for three years, while the State conducted an analysis of funding formulas through the Kirwan Commission. Part of the agreement included in-kind services for BCPS Risk Management. In Fiscal Year 2020, the City budgeted \$13.1 million towards BCPS workers' compensation as part of the last year of bridge funding.

While most costs are budgeted centrally within the City's Self-Insurance Fund (Service 126), workers' compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services.

In Fiscal Year 2020, the City is allocating additional funds to the Police's Civil Rights budget in order to hedge the City's risk as the Guns Trace Task Force (GTTF) cases continue to be filed in court.

The City's share of Risk Management costs are summarized below:

Subobject ID	Cost Center	Fund Source	Fiscal 2019	Fiscal 2020
740	Workers' Comp - Direct	Multiple Funds	53,902,742	54,064,370
720	Property and Casualty Insurance	General Fund	664,269	928,645
721	Auto/Animal Liability Insurance	General/Fleet Funds	2,213,977	2,376,780
723	General Tort Liability Insurance	General Fund	4,388,444	4,297,814
370 (Police)	Civil Rights Insurance	Multiple Funds	2,461,456	4,054,009
724	Insurance - Other Risks	General Fund	1,708,489	1,701,954
725	Risk Management Administration	Multiple Funds	8,959,168	8,976,410
726	Self-Insurance Stabilization Reserve	General Fund	9,206,240	9,814,813
Grand Total			82,704,785	86,214,795

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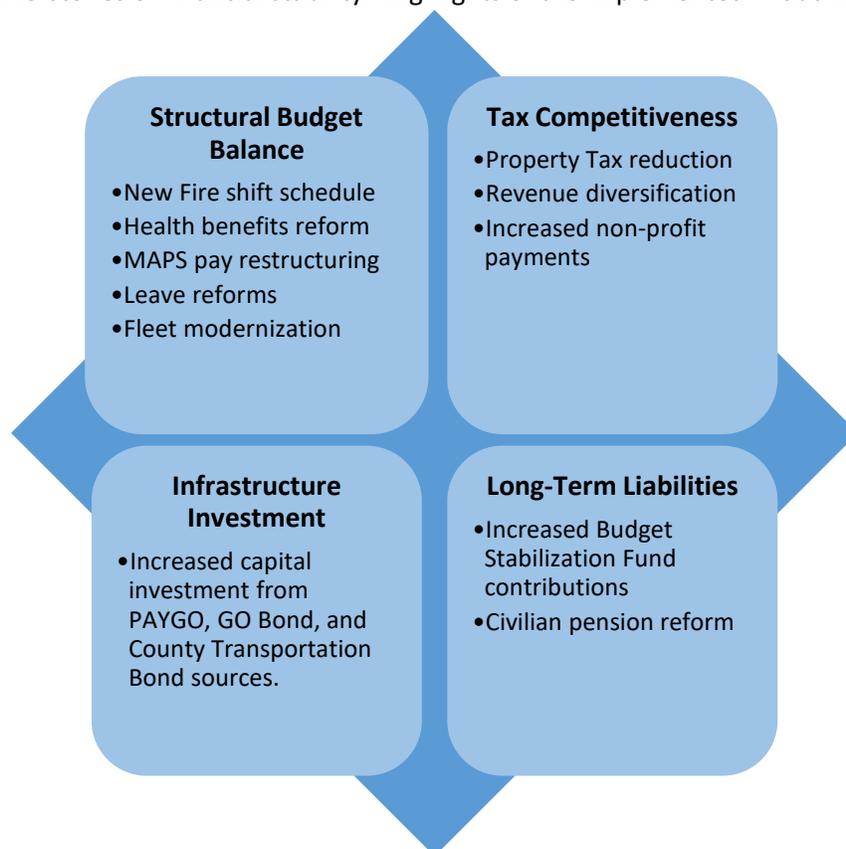
Overview

In February 2013, the City released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Financial Plan was a long-term fiscal roadmap with a set of actions designed to bring the City’s recurring revenues and expenditures into alignment, while also prioritizing new investments that strengthen Baltimore’s fiscal foundation and promote economic and community stability and growth. The Ten-Year Financial Plan includes a baseline forecast from Fiscal 2013 – Fiscal 2022.

Major findings of the forecast completed in Fiscal 2013 included:

- City government faced a serious structural deficit driven by growing employee healthcare and pension costs. The City’s financial consultant projected a cumulative shortfall of \$745 million by Fiscal 2022.
- City government agencies faced a \$1.1 billion General Fund “infrastructure deficit” over the decade. Investment in basic City infrastructure fell far short of the levels required to maintain the current state of repair.
- City government had an aggregate unfunded retiree liability of more than \$3 billion (Fiscal 2011)—including actuarial shortfalls in the City’s Fire and Police Employees’ Retirement System (FPERS, \$558.6 million), Employees’ Retirement System (ERS, \$530.2 million), and non-pension Other Post-Employment Benefits (OPEB, \$2.1 billion).
- The City’s high overall tax burden—especially the property tax rate—fell disproportionately on City residents and businesses, further impeding the City’s ability to compete for growth. Baltimore needed to find new ways to restructure and diversify its overall tax policies to reduce the burden on residents without slashing funds for basic City services.

Since the adoption of the Ten-Year Financial Plan, the City implemented a number of initiatives to reduce the fiscal gap and address the four cornerstones of financial stability. Highlights of the implemented initiatives are described below:



Fire Shift Schedule: A new 47-hour per week work schedule was negotiated, which increased wages for firefighters while reducing overall staffing requirements, all while maintaining current service levels and coverage.

Health Benefits Reform: The City introduced standard and high option medical plans that require employees and retirees to pay higher rates for their benefits. The City also introduced more consistent cost-sharing that is more in line with other large government employers for both medical and prescription drug coverage.

MAPS Pay Restructuring: A study of Managerial and Professional Society (MAPS) employee compensation identified competitiveness gaps for some critical positions. The City expanded salary ranges, reduced duplicative classification titles, and instituted pay-for-performance plans for professional employees.

Leave Reform: The City negotiated changes to vacation and personal leave policies with MAPS, AFSCME, CUB, and Police unions. The new policy limits the number of vacation and personal leave days that can be carried-over from year to year, which ultimately reduces end-of-career cash-outs of unused leave.

Fleet Modernization: A debt financing model was introduced for City vehicle replacement, which has reduced the average age of vehicles, in turn reducing maintenance and fuel costs.

Property Tax Reduction: The City launched the “20 Cents by 2020” program, with the goal of reducing the tax burden on residential owner-occupied properties. The City has met the goal in Fiscal 2020, having reduced the effective property tax rate on these properties from 2.24% to 2.04%, saving the average homeowner more than \$300 annually.

Revenue Diversification: The City’s General Fund is highly dependent on property tax and income tax revenue. To further diversify revenue streams, new taxes were approved on outdoor advertising and taxi cab trips.

Capital Investment: The City has redirected savings from initiatives to boost capital investment. Annual GO Bond Authority was increased from \$50 million in Fiscal 2015 to \$65 million each year from Fiscal 2016 to 2019, and to \$80 million in Fiscal 2020. County Transportation Bond authority via the State of Maryland has been utilized at \$15 million annually. And, current revenues (PAYGO) have been used for capital projects, growing from only \$2 million in Fiscal 2011 to \$50 million in Fiscal 2020.

Budgeted Stabilization Reserve: Annual contributions to the Budget Stabilization Reserve (BSR), also known as the “Rainy Day Fund,” were accelerated in order to reach the desired funding level. The BSR ensures that the City has resources on-hand to respond to one-time unplanned emergencies. As of the end of the Fiscal 2018, the BSR balance is at \$139.1 million, or 7.4% of the subsequent year’s operating budget, just shy of the target of 8%.

Civilian Pension Reform: For existing Employee Retirement System members, the variable COLA was eliminated and employee contributions up to 5% were phased in. New civilian hires now enter either the Retirement Savings Plan (a “401-k-style” system), or a hybrid plan which also includes a small defined benefit component. Both changes have reduced the City’s required contributions, and will limit the investment risk on the City going forward.

Ten-Year Financial Plan Refresh

The City is six years into the current Ten-Year Financial Plan (Fiscal 2013 – Fiscal 2022). While the work completed during this time has made significant progress towards closing the structural budget gap, baseline cost increases and other unforeseen challenges have continued to grow at a faster pace than projected revenue. Examples include increased costs related to the new Fraternal Order of Police contract, additional contributions to City Schools, compliance with the Department of Justice consent decree, and the implementation of body camera technology, among others. Despite already identifying and implementing a net \$311 million in cost saving initiatives, the City will need to continue to find

ways to trim spending, identify efficiencies, reduce long-term liabilities, and invest in much-needed capital improvements without negatively impacting service delivery.

To this end, the City has begun a refresh of the Ten-Year Financial Plan. In December 2018, the City competitively awarded a contract to Ernst and Young to begin this work. The contract includes development of a revised 10-year forecast, a new assessment of infrastructure requirements, new savings and revenue options, and a comprehensive look at the City's overall tax policy and tax incentive strategies. We expect this Ten-Year Financial Plan to continue to serve as a guide for policymakers on how to best keep Baltimore on a sustainable financial footing.

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FISCAL 2020

EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Summary of Recommendations

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Recommended Budget Appropriation Levels

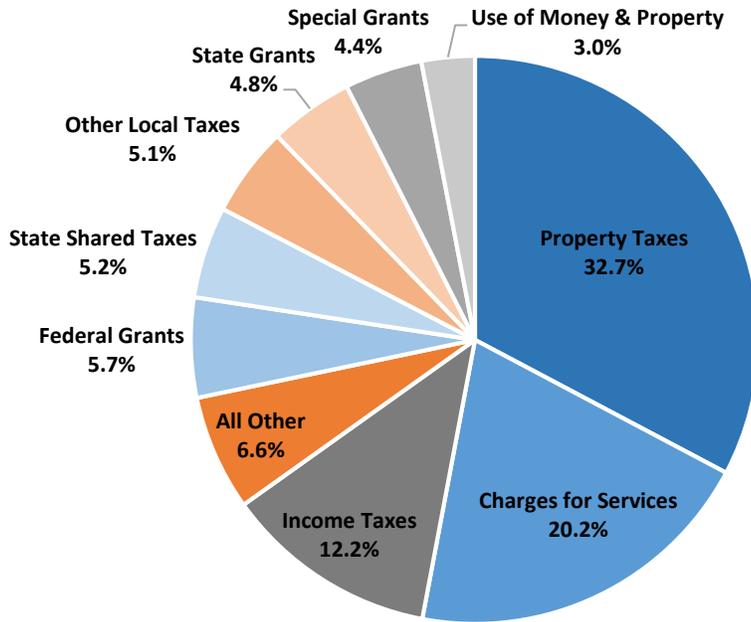
Fiscal 2020	Recommended Amount	Change from Fiscal 2019	Percent Change from Fiscal 2019
Operating Plan	2,927,937,780	+109,587,339	+3.9%
Capital Plan	627,464,000	-53,465,000	-7.9%
Total	3,555,401,780	+56,122,339	+1.6%

The total Fiscal 2020 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$3.6 billion. This is an increase of \$56.1 million or 1.6% above the Fiscal 2019 Adopted Budget.

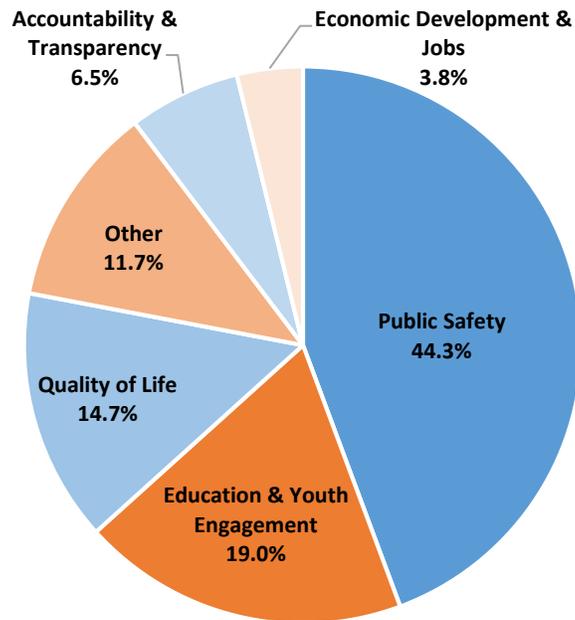
The two components of the total recommended appropriation plan are the Operating Budget Plan and the Capital Budget Plan. The Operating Plan is recommended at \$2.9 billion, which is an increase of \$109.6 million or 3.9%. The Capital Budget Plan is recommended at \$627.5 million, which is a decrease of \$53.5 million or 7.9%. More explanation regarding the Capital Budget Plan is available in the “Summary of Capital Budget Recommendations” section of this publication.

Operating Budget Recommendations

Where the Money Comes From



How the Money is Used



Recommendations by Fund

Operating Funds	Fiscal 2019 Budget	Fiscal 2020 Budget	Dollar Change	Percent Change
Local and State-Shared Funds				
General	1,857,550,000	1,917,250,000	59,700,000	3.2%
Parking Management	25,398,156	26,014,422	616,266	2.4%
Convention Center Bond	4,562,625	4,562,625	0	0.0%
Enterprise Funds				
Wastewater Utility	269,267,317	277,356,115	8,088,798	3.0%
Water Utility	191,706,689	192,375,485	668,796	0.3%
Stormwater Utility	30,560,092	27,145,365	(3,414,727)	-11.2%
Parking Enterprise	22,548,739	21,524,562	(1,024,177)	-4.5%
Conduit Enterprise	11,968,849	12,308,498	339,649	2.8%
Grant Funds				
Federal	165,909,961	171,418,401	5,508,440	3.3%
State	121,288,235	144,648,279	23,360,044	19.3%
Special	117,589,778	133,334,028	15,744,250	13.4%
Grand Total	2,818,350,441	2,927,937,780	109,587,339	3.9%

Capital Funds	Fiscal 2019 Budget	Fiscal 2020 Budget	Dollar Change	Percent Change
Pay-As-You-Go				
General	25,250,000	50,000,000	24,750,000	98.0%
Conduit Enterprise	20,000,000	23,000,000	3,000,000	15.0%
Wastewater Utility	8,078,000	16,388,000	8,310,000	102.9%
Water Utility	9,081,000	19,578,000	10,497,000	115.6%
Stormwater Utility	4,747,000	2,275,000	(2,472,000)	-52.1%
State and Federal Funds				
Federal	66,284,000	75,191,000	8,907,000	13.4%
State	79,909,000	26,235,000	(53,674,000)	-67.2%
Loans and Bonds				
Revenue Bonds	244,104,000	234,641,000	(9,463,000)	-3.9%
General Obligation Bonds	65,000,000	80,000,000	15,000,000	23.1%
County Transportation Bonds	15,000,000	15,000,000	0	0%
All Other				
All Other	143,476,000	85,156,000	(58,320,000)	-40.6%
Grand Total	680,929,000	627,464,000	(53,465,000)	-7.9%

Operating and Capital Budget Fund Distribution

Finance Recommendations

Fund Name	Operating Budget	Capital Budget	Total
General	1,917,250,000	50,000,000	1,967,250,000
Parking Management	26,014,422	0	26,014,422
Parking Enterprise	21,524,562	0	21,524,562
Convention Center Bond	4,562,625	0	4,562,625
Wastewater Utility	277,356,115	16,388,000	293,744,115
Water Utility	192,375,485	19,578,000	211,953,485
Stormwater Utility	27,145,365	2,275,000	29,420,365
Conduit Enterprise	12,308,498	23,000,000	35,308,498
Federal Funds	171,418,401	75,191,000	246,609,401
State Funds	144,648,279	26,235,000	170,883,279
General Obligation Bonds	0	80,000,000	80,000,000
Special Funds	133,334,028	0	133,334,028
Revenue Bonds	0	234,641,000	234,641,000
County Transportation Bonds	0	15,000,000	15,000,000
Other	0	85,156,000	85,156,000
Total	2,927,937,780	627,464,000	3,555,401,780

FISCAL 2020

EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Revenue

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The Economic Outlook for the City's Fiscal 2020 Budget remains positive with most of the City's key economic indicators showing strong performance during Calendar 2018 and the beginning of 2019. The US is currently enjoying the second longest period of economic recovery since World War II, which as of April 2019 included 118 consecutive months of economic growth, only three months from becoming the longest period of economic expansion in US history.

Key indicators suggest that the City remains in a healthy economic environment:

- **Wages:** The City's average wages grew 1.8% year over year during the first three quarters of 2018. This increase outpaced 2018 inflation of 1.3%, representing an annual increase in average wages of 0.5% in real terms.
- **Unemployment:** During the fourth quarter of 2018, the City reached an unemployment rate of 5.1%, the lowest since the fourth quarter of 2007.
- **Labor Force:** The City's labor force has increased by 9,377 or 3.3% since the end of the recession, incorporating approximately 960 City residents to the job market per year. Employed City residents have grown 9.7% over the same period, with an absorption of approximately 2,571 individuals per year.
- **Sale and Use:** The City's economic activity as measured by the value and amount of sales generated in the City remains strong. The City places as the fifth largest county in Maryland for the State Sale and Use tax, increasing 0.3% or \$16.8 million in taxable sales between 2017 and 2018.
- **Income Tax Base:** Even though the City's household size has declined from 2.53 individuals in 2010 to 2.44 in 2017, the average household income has grown 28.6% from \$54,165 in 2010 to \$69,676 in 2017, 15.9% above inflation.

Despite these positive signs, there are still many risks at the local and national level that require close attention when making future policy decisions:

- **Population:** The Census Bureau has just released its 2018 population estimate for the City showing a decline of 7,346 residents from the 2017 estimate, the largest single year decline since 2001. This is in addition to the more than 3,000 reduction between 2016 and 2017. The City's population has declined more than 18,400 from the 2010 Census.
- **Residential Housing Market:** Real estate data suggest that the City's housing market may have peaked in 2017 and slowed down during 2018. The average sale price of residential property in 2018 was \$173,413, 0.3% lower than 2017, while the total number of residential sales decreased by more than 600 transactions, equivalent to a 6.7% reduction from 2017. Despite these declines, the 2018 number of residential sales transactions was the second highest since 2007, and the average sale value was the second highest since 2009.
- **Federal Tax Cut and Job Act (TCJA):** Although State and local income tax receipts could grow due to the new Federal tax reform, the uncertainty of the impact on individual filers could lead to more cautious spending decisions. Due to the uncertainty, the Maryland's Bureau of Revenue Estimates recently downgraded its estimate for the State's Fiscal 2019 projection and Fiscal 2020 Budget.
- **Changes in Transportation and Commuting Preferences:** The increase in transportation alternatives in the City has begun to lower parking-related revenues. The growing usage of rideshare alternatives such as transportation network company, include Uber and Lyft, and dockless vehicles, has reduced the use of parking facilities and metered parking, which in turn reduced revenues from these sources.
- **Expansion of the City's Convention Center:** The Maryland Stadium Authority is currently studying the expansion of the outdated Baltimore Convention Center. During the construction phase, the City could see reduced revenues from Convention Center events and hotel taxes.
- **Recession:** The economy now has enjoyed almost 10 years of expansion, increasing the probability of a recession in the near future.

The next section will go into greater analysis on one area of strength for the City (Income Tax Base), and on one area of potential risk (Residential Housing.)

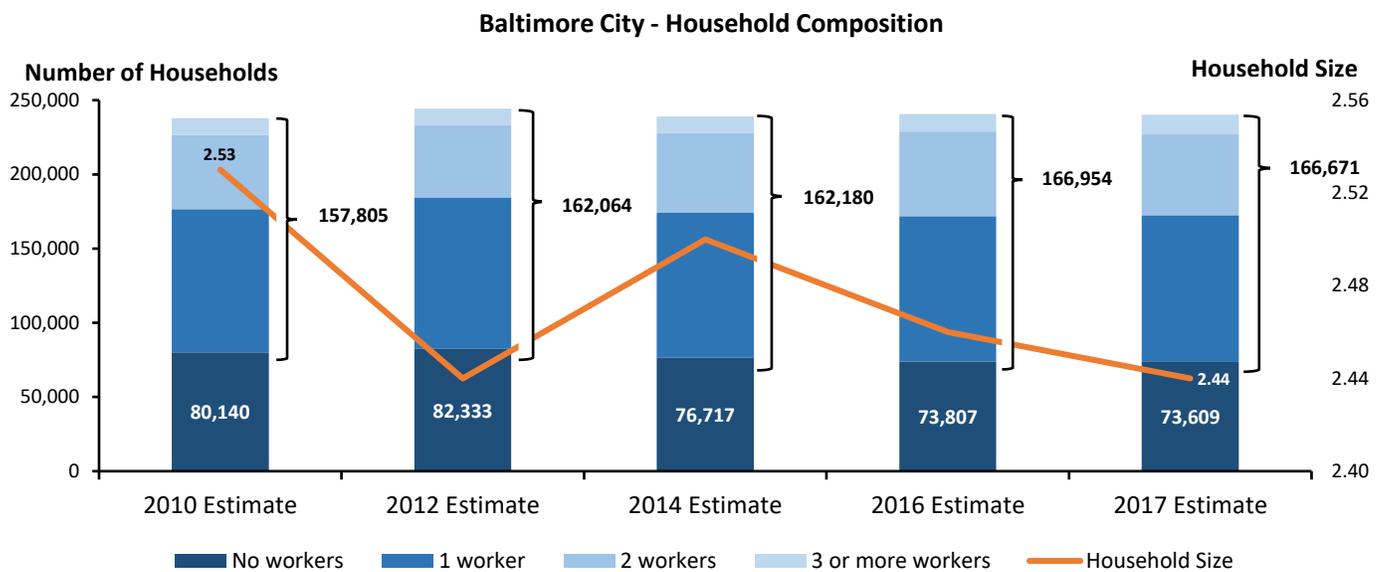
Income Tax Base

Although the City has lost population, currently there has been a trend towards smaller-sized average households with higher net income. Two data sets show this change: the Census Bureau’s American Community Survey (ACS), and the state of Maryland Revenue Administration Division’s annual Income Tax Summary Report.

Household Composition

Despite a decline in population, the City has benefitted from an inflow of higher income new residents, and this population loss has not affected yet the City’s income tax base. Overall, more household members are in the workforce while households have become wealthier.

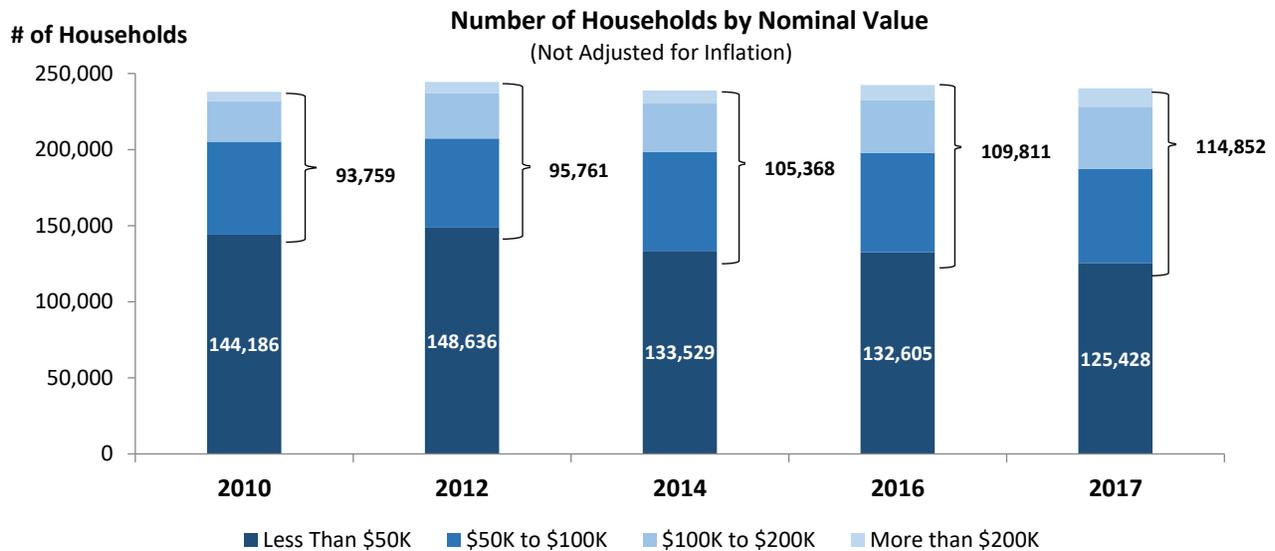
The following table shows changes in the working status of the City’s household composition.



Data from the Census Bureau’s American Community Survey show that between 2010 and 2017 the City gained more than 2,300 households or 1.0%, reaching 240,280 resident families. The composition of this gain was the result of the 8,866 increase in families with working members and the 6,531 reduction of non-working households. Among other results, the data shows that while 1-person working households increased by 8,384 counts during this period, 4-or-more person households with one or two workers declined by 6,192.

In 2010, the total number of households in the City was 237,945, of which 144,186 or 60.6% was composed of households earning less than \$50,000. In 2017, 47.8% or 114,852 is composed of households earning more than \$50,000, an increase of almost 21,100 or 22.5%, while those earning less than \$50,000 decreased by 18,758 or 13.0%. Most of the growth in higher income households was from those earning between \$100,000 and \$200,000, which increased from 26,742 in 2010 to 40,948 in 2017, a net growth of 14,206 or 53.1%.

The following chart compares data for recent years of the ACS, reflecting the continued positive change in the number of households at different earning levels, and positive changes in the City’s income demographic characteristics:



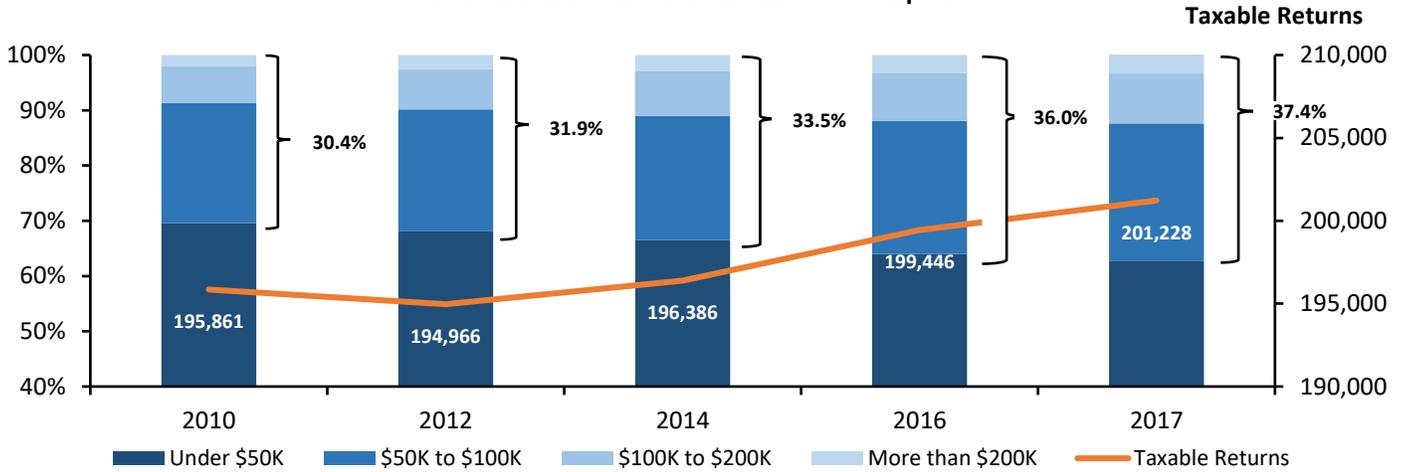
Data from the Census Bureau also show that the number of families living in owner-occupied properties increased by 4,657 or 4.3% between 2010 and 2017. The largest increase was experienced in households with one or two family members (8,321 or 12.1% increase), while the largest decrease occurred in households with three or more members (is more than 3,664 or 9.0% decrease).

Taxable Returns and Income

The annual Income Tax Summary Report, produced by the Maryland Revenue Administration Division has mirrored the data from the ACS. In 2017, there were 201,228 taxable returns filed in Baltimore City. This represents an increase of 1,782, or 0.9%, returns filed from calendar 2016. Compared to 2010, the total number of tax returns filed has increased by 5,367 or 2.7%, even as population declined by more than 9,300 over the same period.

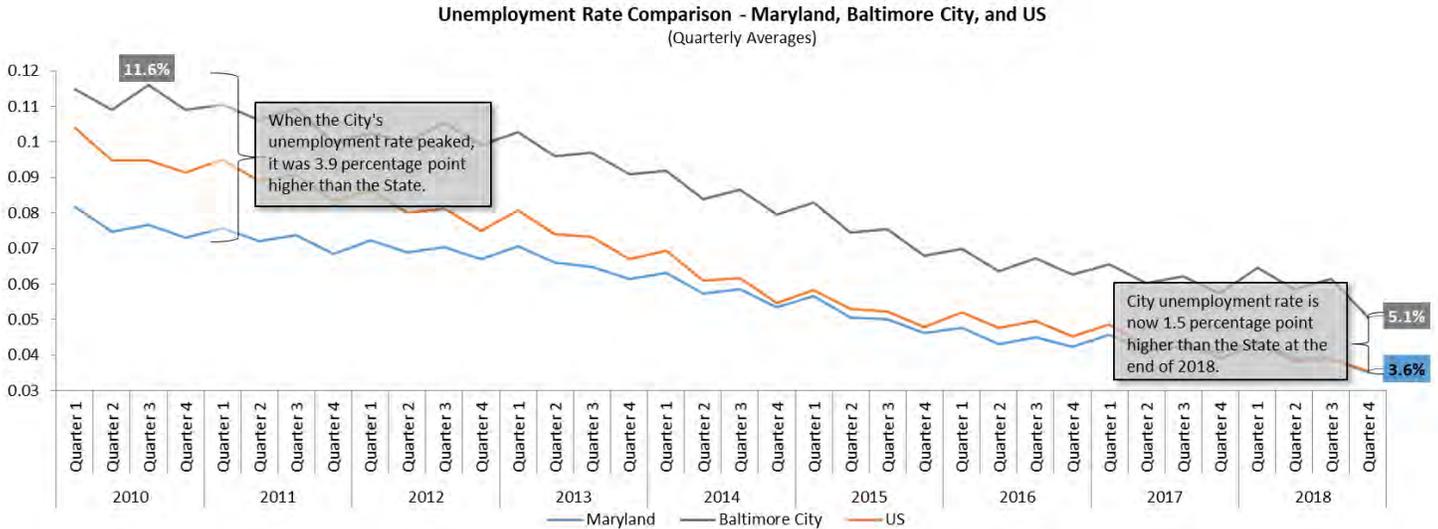
During tax year 2010, there were a total of 195,861 tax returns filed. Out of this total, 30.4% or 59,527 returns corresponded to individuals whose taxable income was higher than \$50,000. In 2017, the number of filers above this income level increased to 76,268 or 37.4% of the 201,228 returns filed. Compared to 2016, this represents a net increase of more than 2,100 higher income filers. Between 2010 and 2017, the City experienced a reduction in the number of filers with income lower than \$50,000 by 10,020, but increased the number of those earning more than this income level by 15,741, representing a net gain of more than 5,700 higher income residents during a period of population decline. The following table shows the trend in taxable returns and income composition from tax year 2010 through 2017.

Trend in Taxable Returns and Income Composition



Labor Market

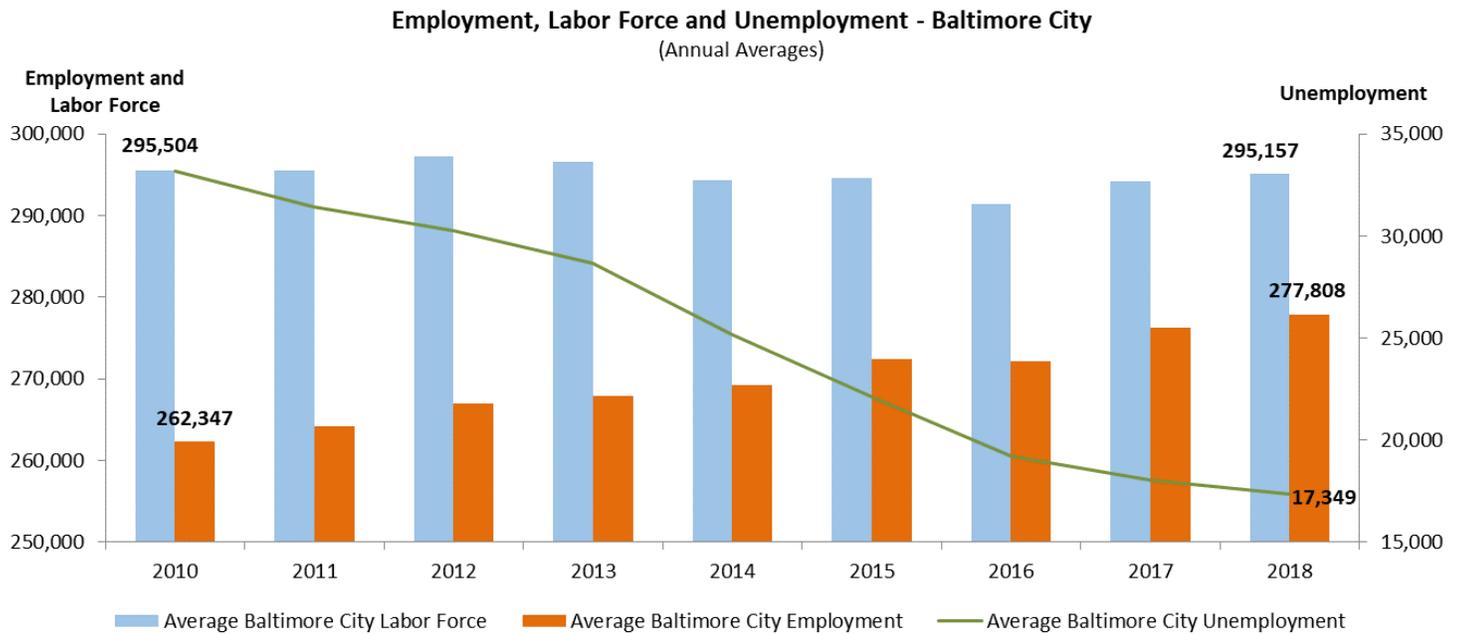
The increase in City jobs, employment and local net absorption support the theory of improvements in the City's household income composition despite population declines. The following chart shows the quarterly unemployment rate comparison between the state of Maryland, Baltimore City, and the U.S.



Historically, Maryland's labor market indicators have out-performed the nation's, displaying an average unemployment rate ranging from 1 to 2 percentage points lower than the national average. The current US labor market, at virtually full employment conditions, has eliminated this difference. During the fourth quarter of 2018, both Maryland and the US averaged an unemployment rate of 3.6%, which for the nation represents the lowest rate since the fourth quarter of 1969 of 3.3%. Comparatively, Baltimore's rate has historically been between 2 and 3 percentage points above the State rate. Since its peak in 2010 at 11.6%, the City's unemployment rate fell to 5.1% in the fourth quarter of 2018, the lowest since 2007, and narrowed the gap with the State rate from more than 4 percentage points in 2010 to less than 2.

The City job market has been generating stable employment to absorb and retain employees in the Baltimore area. The Maryland Department of Labor, Licensing and Regulations (DLLR) reported an average of 343,059 jobs located in the City as of the third quarter of 2018, representing an increase of 0.9% compared to the average of 340,041 in calendar 2017,

and 5.1% from its lowest level of 326,493 in 2010. The City’s labor force reached 295,157 annual average in 2018, representing an increase of 0.3% from 2017, or the incorporation of more than 900 City residents to the labor market, which explains the low unemployment rate. While the City’s labor force has not experienced a material change (a reduction of 346 individual since 2010 while population declined more than 9,300) the City has incorporated more than 15,400 City residents to the job market. The following table shows the comparative trend in the City’s employment market since 2010.

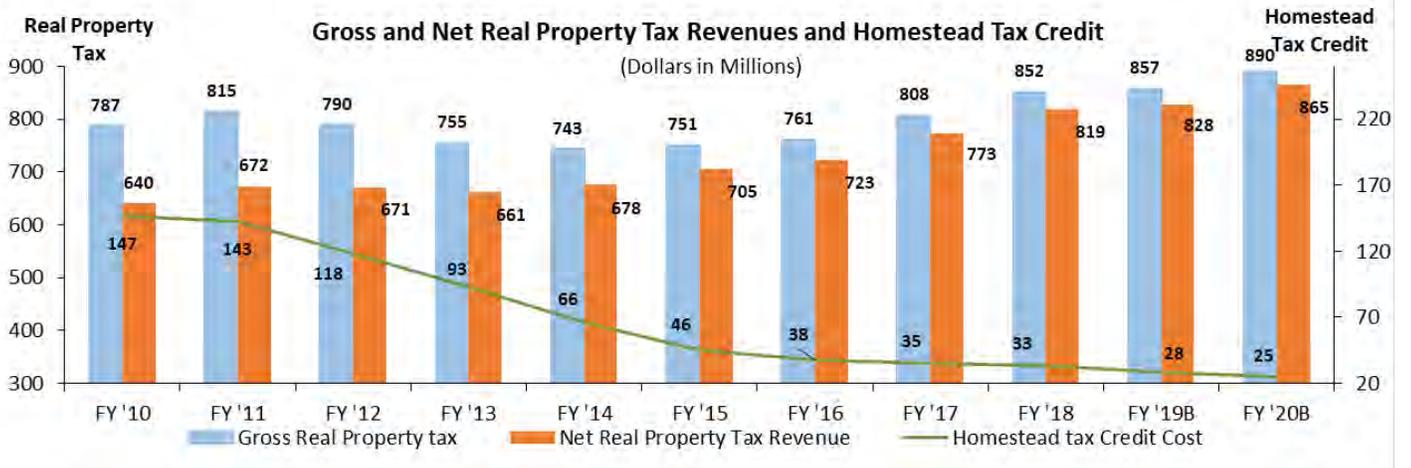


Residential Housing

Although the City has experienced a steady housing market since the Great Recession, there are now signals that it reached its peak in 2017. The number of residential real estate transactions has decreased 6.7% from 9,054 in 2017 to 8,450 in 2018, while the average price of residential property sold in the City decreased by 0.3% from \$174,003 in 2017 to \$173,413 in 2018. This modest decline in housing prices may be reflected in the next round of reassessments.

For Fiscal 2020, the State Department of Assessment and Taxation (SDAT) reassessed properties in Group I (Northern and Downtown areas). Residential property assessments grew 5.9% over three years, averaging less than 2% per-year. This represents the second year of only minimal assessment increases in residential properties.

In the event of an extended period of decline in average housing prices or a recession, the City is not as well positioned compared to prior recessions. As shown in the following table, during the last recession the City had a large built-up value of assessments that were capped by the Homestead tax credit that substantially cushioned the impact of assessment reductions during the Great Recession. The City did not experience a significant net real property tax revenue decline until Fiscal 2013, four years after the beginning of the recession:



From Fiscal 2015 to Fiscal 2020, most residential property assessments have not exceeded the Homestead tax credit cap of 4%, which has reduced the cost of the credit, but also reduced the cushion to protect against future assessment declines in a recessionary environment.

Fiscal 2020
Major Revenues Forecast

General Fund

General Fund revenue is projected at \$1.97 billion, an increase of \$84.5 million or 4.5% from the Fiscal 2019 Adopted Budget of \$1.88 billion. The following section discusses each source in more detail.

Revenue Category	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2020 Estimate	Dollar Change	Percent Change
Property Taxes	940,506,770	938,635,800	987,060,000	48,424,200	5.2%
Total Tax Credits (Excluding Homestead)	(83,596,151)	(87,512,000)	(98,634,000)	(11,122,000)	-12.7%
Income Taxes	346,796,930	353,644,000	366,804,000	13,160,000	3.7%
Highway User Revenues	146,173,586	142,877,199	157,350,000	14,472,801	10.1%
State Aid	104,643,521	100,978,011	101,896,000	917,989	0.9%
Recordation & Transfer Tax	89,297,709	76,745,000	79,867,000	3,122,000	4.1%
Energy Tax	41,973,224	41,208,800	42,551,000	1,342,200	3.3%
Net Parking Revenue	33,562,470	39,670,416	36,795,516	(2,874,900)	-7.2%
Telecommunication Tax	32,799,106	34,500,000	34,586,000	86,000	0.2%
Net Hotel Tax	28,405,838	30,363,475	29,100,000	(1,263,475)	-4.2%
Traffic Cameras	15,937,708	21,250,000	21,350,000	100,000	0.5%
Investment Earnings	5,325,373	4,000,000	11,200,000	7,200,000	180.0%
Children and Youth Fund	(11,866,000)	(12,386,000)	(13,105,000)	(719,000)	-5.8%
All Other	196,743,574	198,825,299	210,429,484	11,604,185	5.8%
Total General Fund Revenue	1,886,703,657	1,882,800,000	1,967,250,000	84,450,000	4.5%

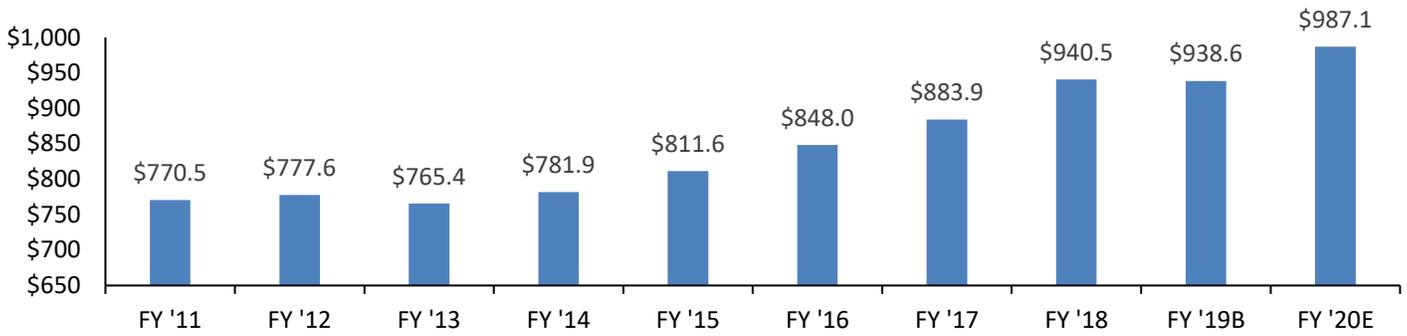
Property Taxes

The Real and Personal Property Tax rates will remain at \$2.248 and \$5.62 per \$100 of assessed value, respectively. Each year, the State Department of Assessments and Taxation (SDAT) estimates the value of all taxable real property and issues new assessments for approximately one-third of properties. Personal property is assessed annually and valuations are established by SDAT based upon tax returns filed by individual businesses.

Real and Personal Property Tax revenue is projected to increase by \$48.4 million, or 5.2%, from \$938.6 million in Fiscal 2019 to \$987.1 million in the Fiscal 2020 preliminary budget. Real Property Taxes, prior to the estimated \$25.0 million reduction for the Assessment Tax Credit (ATC) cost, also known as the Homestead Tax Credit, are estimated to yield \$890.1 million, an increase of 3.9% or \$33.2 million from the Fiscal 2019 budget. Personal Property Taxes are estimated to yield \$122 million in Fiscal 2020, an increase of 10.8% or \$11.9 million from the Fiscal 2019 Budget.

As a result of the Homestead Tax Credit, owner-occupied residential properties are protected from assessment increases that exceed 4% annual growth. For example, if an eligible property were to increase in assessable value by 10% in a single year, the taxable value would only increase by 4%, generating tax savings to the property owner. Overall, the City's Homestead Tax Credit cost is projected to decline by \$3.4 million in Fiscal 2020 versus the Fiscal 2019 Budget, from \$28.4 million to \$25.0 million. Of this reduction, \$2.4 million is the result of residential property assessment phase-in growth that falls below the 4% cap, among all assessment groups.

Real and Personal Property Tax Revenues* (Dollars in Millions)

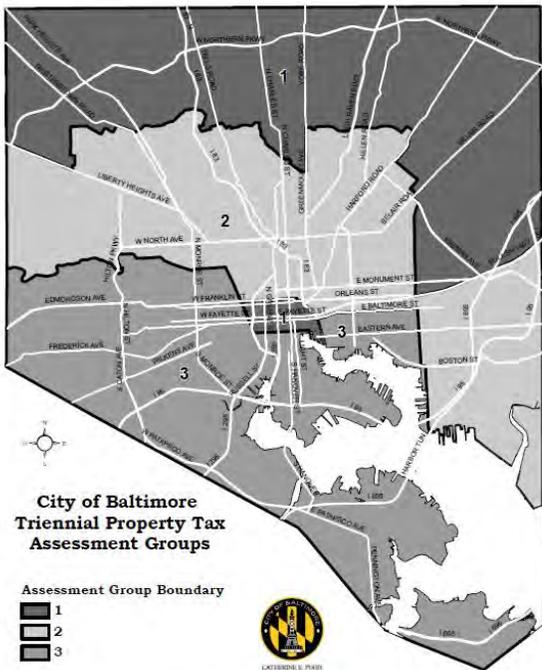


*Real and personal property tax revenues are net of the Homestead Tax Credit

For Fiscal 2020, SDAT reassessed Group 1, which is indicated by the darkest shade of gray on the map below. Notable neighborhoods located in Group 1 include: Downtown and the Inner Harbor, Park Heights and Pimlico, Roland Park, and the neighborhoods surrounding Morgan State University.

The Group 1 real property assessment reflects total growth of 8.4% over three years. This figure includes 12.6% growth for commercial property assessments but only 5.9% growth for residential property assessments. Comparatively, growth across the State averaged 9.1%, which reflects commercial assessment growth of 12.5% and residential assessment growth of 8.2%. The Fiscal 2020 reassessment represents the sixth consecutive year of assessment increases in the City after four consecutive years of decline.

Assessment increases are phased in over three years, while assessment decreases are taken immediately. Group 1 assessment data shows that out of the 68,466 taxable properties, 15,622 will experience immediate decline in Fiscal 2020. Among the properties that have declined in value, 15,012 or 96.1% are residential properties.



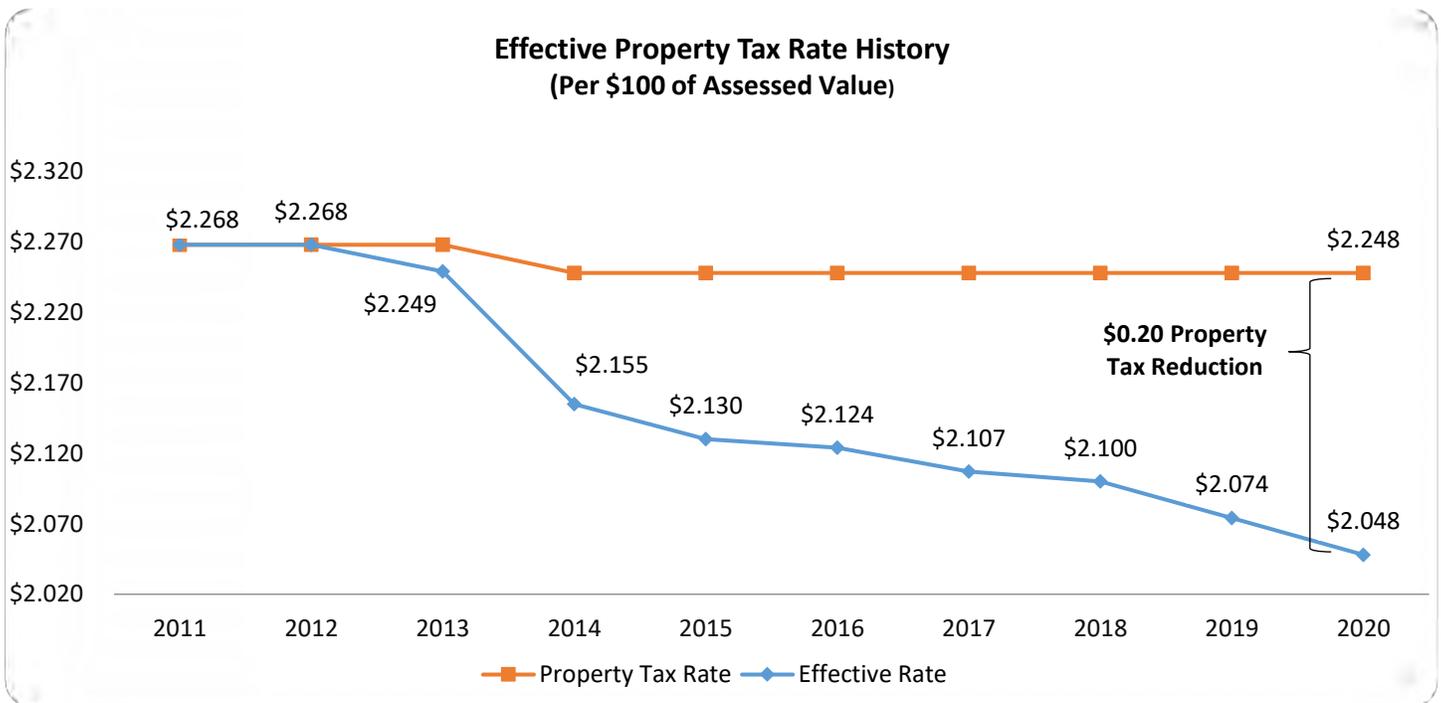
Tax assessment group areas have been derived from the State of Maryland's assigned assessment group code identified from the City of Baltimore's real property file.

Fiscal Year	Assessment Group	Full Cash Value Assessment Increase
Fiscal 2011	Group 1	(2.6%)
Fiscal 2012	Group 2	(8.7%)
Fiscal 2013	Group 3	(6.8%)
Fiscal 2014	Group 1	(3.1%)
Fiscal 2015	Group 2	7.0%
Fiscal 2016	Group 3	9.6%
Fiscal 2017	Group 1	10.9%
Fiscal 2018	Group 2	6.2%
Fiscal 2019	Group 3	3.6%
Fiscal 2020	Group 1	8.4%

Property Tax Credits

The Fiscal 2020 estimate includes a total of \$98.6 million of lost property tax revenue due to the cost of tax credits and incentive programs, not including the Homestead Tax Credit, which is addressed separately.

In Fiscal 2020, the City reaches a significant milestone in fully implementing the 20 Cents by 2020 program. The tax reduction program, formally known as the Targeted Homeowners Tax Credit, provides tax relief for owner-occupied properties. The effective rate for owner-occupied properties with the credit is estimated at \$2.048 per \$100 of assessed value, and now saves the average homeowner more than \$300 annually versus the program's inception in Fiscal 2013. An additional 5 cent reduction, planned for Fiscal 2021, would reduce the effective rate to \$1.998 per \$100 of assessed value. The following table shows the history of the program to date:



From Fiscal 2011 to Fiscal 2015, tax credit and incentive programs, excluding the Homestead Tax Credit, accounted for an annual average cost of \$34.1 million or 4.4% of the real property tax revenues. In Fiscal 2020, these programs are expected to cost \$98.6 million or 11.1% of the estimated real property taxes. Including the Homestead Tax Credit, forgone real property tax revenue due to tax credits and incentive programs is estimated at \$123.6 million or 13.9% of this revenue source.

Tax Credit History Cost as a Percentage of Real Property Tax
(Figures in Millions)

Tax Credits	FY 2011-2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Avg. Cost	Actual	Actual	Actual	Budget	Estimate
Real Property Tax	770.64	780.85	815.80	851.62	856.93	890.10
Targeted Homeowners Tax Credit	(7.63)	(22.63)	(26.30)	(26.12)	(30.40)	(35.90)
Enterprise Zone Tax Credit	(11.75)	(14.92)	(17.20)	(23.96)	(23.44)	(24.30)
Historic Property Tax Credits	(7.39)	(7.77)	(9.40)	(9.54)	(11.25)	(11.70)
Brownfield and Other Tax Credits	(3.99)	(7.59)	(9.20)	(15.64)	(13.08)	(16.60)
Supplemental Homeowner's Tax Credit	(0.00)	(0.00)	(0.00)	(1.35)	(1.60)	(1.60)
High-Performance Market-Rate Rental Housing Tax Credit	(0.00)	(0.37)	(2.60)	(5.01)	(4.44)	(5.30)
Newly Constructed Dwellings Tax Credit	(3.35)	(2.35)	(2.30)	(1.98)	(2.20)	(2.10)
Public Safety Officer Tax Credit	(0.00)	(0.00)	(0.00)	(0.00)	(1.10)	(1.10)
Total Tax Credits (Excluding Homestead)	(34.12)	(55.64)	(67.00)	(83.60)	(87.51)	(98.60)
Tax Credits as a % of Real Property	4.4%	7.1%	8.2%	9.8%	10.2%	11.1%
Homestead Tax Credit (ATC)	(93.13)	(38.20)	(35.10)	(33.14)	(28.44)	(25.00)
Total Tax Credits (Including ATC)	(127.25)	(93.84)	(102.10)	(116.74)	(115.95)	(123.60)
Tax Credits & ATC as a % of Real Property	16.5%	12.0%	12.5%	13.7%	13.5%	13.9%

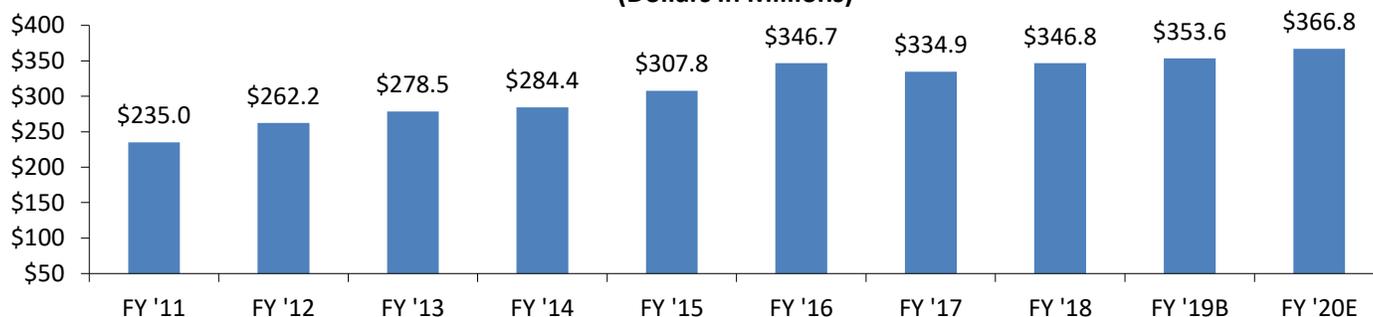
Income Taxes

Local Income Taxes are projected at \$366.8 million in Fiscal 2020. This projection is \$13.2 million or 3.7% higher than the Fiscal 2019 Budget of \$353.6 million, and \$7.7 million or 2.1% higher than the most recent Fiscal 2019 projection of \$359.1 million. The City's Income Tax rate is 3.2% – the maximum allowed under State law.

The City's tax base has strengthened considerably over the last decade. Recent data from the Census Bureau's American Community Survey shows the number of high-income households – defined as those earning between \$100,000 and \$200,000 – has increased by 37.0% during the period from 2010 to 2016. Moreover, the 2016 State Income Tax Summary Report confirms a shift to higher-income City taxpayers. Despite population losses, the City has gained more than 4,000 households – an increase of 1.7% – between 2010 and 2016, reaching a total number of 242,416 residential families. Of these families approximately 109,811 or 45.3% represent households earning more than \$50,000, an increase of almost 13,311 or 13.8% vs. 2010.

In addition to a stronger tax base, the City's income tax receipts have been buoyed by a healthy national economy, which has featured moderate growth, low inflation, and low unemployment. Despite these encouraging trends, uncertainty exists around the behavior of taxpayers after the 2018 Tax Cuts and Jobs Act (TCJA) as suggested by recent announcements from the State's Bureau of Revenue Estimates. The full impact of TCJA on revenues in Fiscal 2019 and beyond remains unknown. As a result, the City's Fiscal 2020 projection remains optimistic, but conservative.

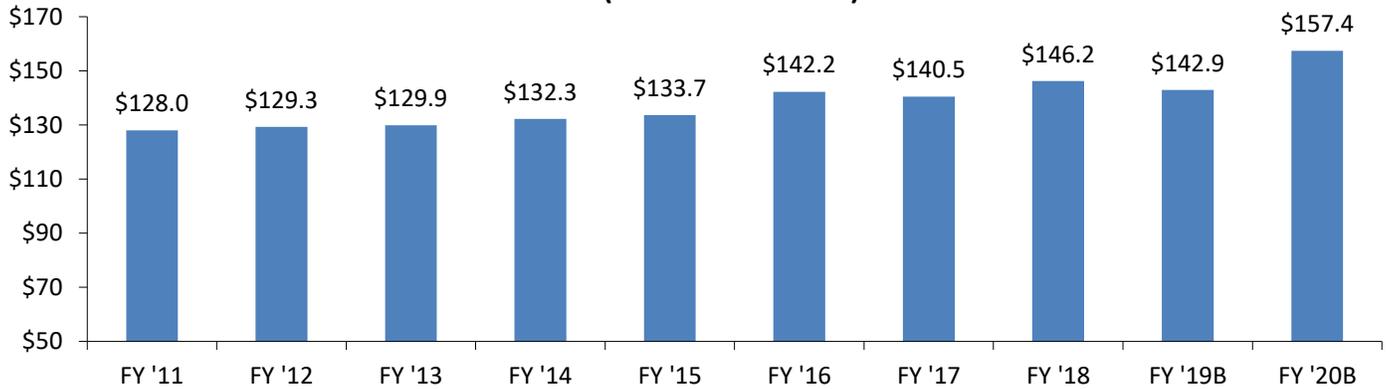
Income Tax Revenue
(Dollars in Millions)



State Highway User Revenue

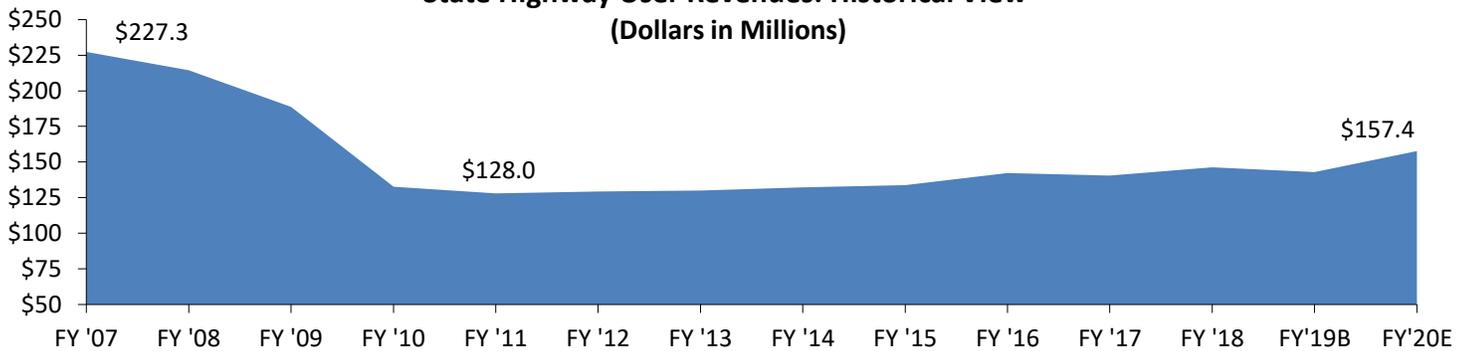
Highway User Revenue (HUR) for Fiscal 2020 is projected at \$157.4 million, which is \$14.5 million or 10.1% higher than the Fiscal 2019 Budget. HUR is distributed to localities by the State from revenues generated by the Fuel Tax, Titling Tax, Vehicle Registration Fees, Corporate Income Tax, and a portion of the Sales and Use Tax. The projected increase reflects a change to State law that passed in 2018, raising the City's share of total Statewide HUR revenue from 7.7% to 8.3% for each year from Fiscal 2020 to Fiscal 2025.

State Highway User Revenues
(Dollars in Millions)



The City's HUR is still \$69.5 million or 30.6% below its Fiscal 2007 peak. During the Great Recession, local shares of HUR were reduced and some funds were shifted to the State's General Fund. The result for the City was a sharp reduction in funds available for transportation related capital projects.

State Highway User Revenues: Historical View
(Dollars in Millions)



State law requires that HUR funds must be used by local governments for eligible transportation-related uses. Eligible uses include street construction or maintenance, transportation facilities, street cleaning, police enforcement of traffic laws, stormwater drainage of roads, street lighting, and maintenance of footpaths and bicycle trails. These expenditures must equal or exceed the amount of HUR revenue, demonstrating that the City is compliant with State law. Any HUR-eligible costs greater than HUR revenue are subsidized by the General Fund.

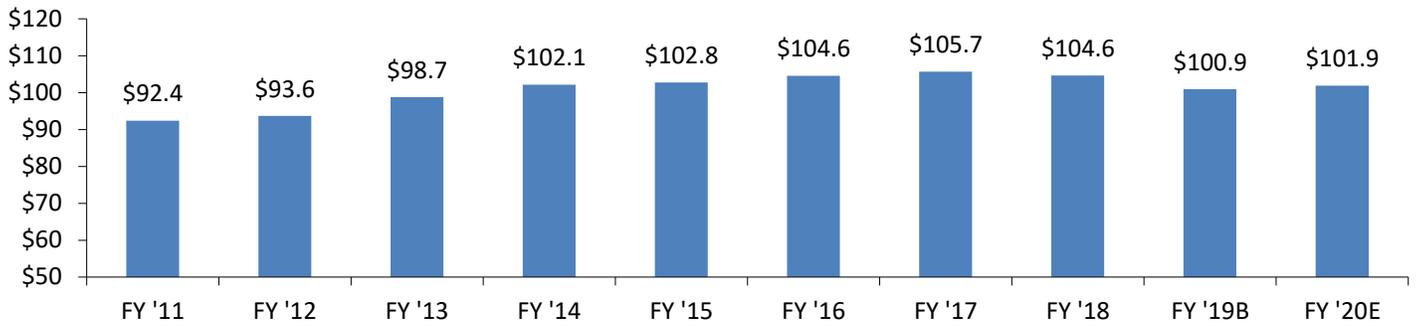
HUR-Eligible General Fund Expenditures
(Dollars in Millions)

Agency/Service	Fiscal 2020 Budget
Transportation	
500 - Street Lighting	21.6
681 - Administration	9.0
683 - Street Management	33.3
684 - Traffic Management	11.4
685 - Special Events (Special Event Support only)	1.1
688 - Snow and Ice Control	6.7
689 - Vehicle Impounding and Disposal	8.0
690 - Sustainable Transportation	6.7
691 - Public Rights-of-Way Landscape Management	3.9
692 - Bridge and Culvert Management	3.6
696 - Street Cuts Management	1.0
697 - Traffic Safety (Pedestrian Safety, Traffic Engineering, Sign Fabrication, Street Markings only)	6.0
Public Works	
661 - Public Right-of-Way Cleaning (Cleaning Business Districts, Street & Alley, Graffiti Removal only)	15.8
676 - DPW Administration (24% of total cost allocated to administration of HUR-eligible activities)	0.7
Recreation and Parks	
654 - Urban Forestry (Tree Maintenance only)	3.2
Police	
634 - Crowd, Traffic, and Special Events Management	11.6
Debt Service	
123 – General Debt Service (Highways only)	17.4
Capital Budget Projects	14.1
Budgeted HUR-Eligible Expenses Total	175.1
Projected HUR Revenue	157.4
HUR-Eligible Expenses Subsidized by General Fund	17.7

State Aid

State Aid budgeted in the General Fund is projected to increase by \$918,000 or 0.9% from the Fiscal 2019 Budget. State Aid includes the Income Tax Disparity Grant, supplemental appropriation for teacher pension, security interest filing fees, police protection aid, support for public health initiatives, library services aid, and appropriation for maintenance of the War Memorial Building. The increase versus Fiscal 2019 is driven by several small increases and a notable increase to the Income Tax Disparity Grant of \$0.5 million as anticipated in the Governor’s Budget. The Disparity Grant is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75% of the statewide average.

**State Aid Revenues - General Fund
(Dollars in Millions)**



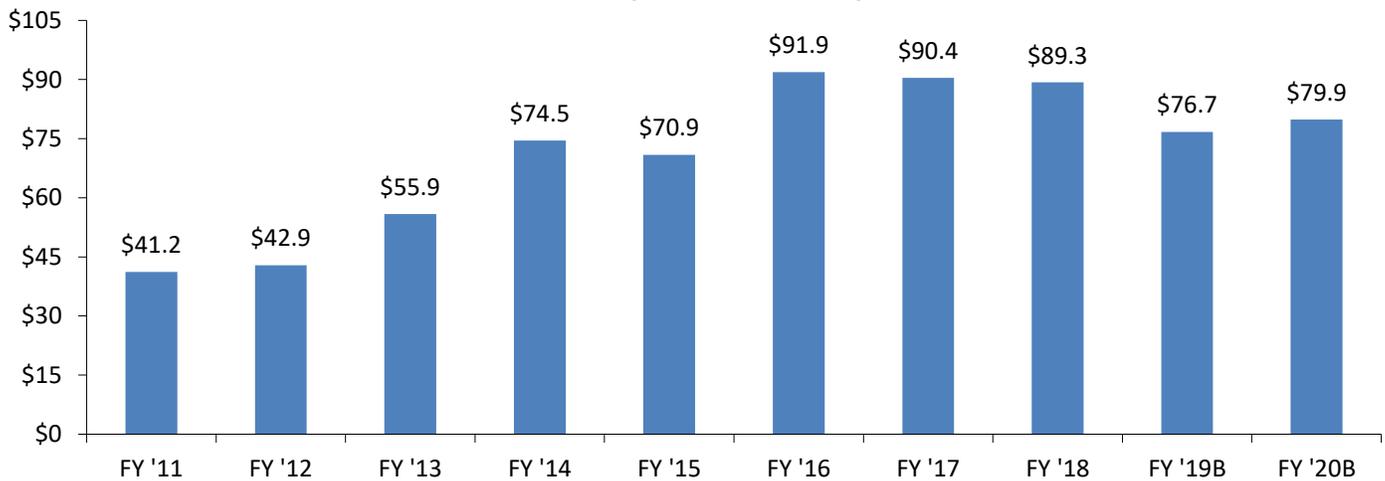
Recordation and Transfer Taxes

Recordation and Transfer Tax revenues for Fiscal 2020 are estimated at \$79.9 million, an increase of \$3.1 million or 4.1% compared to the Fiscal 2019 Budget.

Recordation and Transfer tax receipts depend on the number and value of real estate sales. Recordation Tax receipts in particular are also driven by refinancing activity. These revenues are highly sensitive and can be volatile from year to year. As an example, the pre-Great Recession housing boom of Fiscal 2006 augmented receipts from these two revenue sources, which reached a combined peak of \$116.7 million. After the collapse of the housing bubble two years later, they eventually fell to \$41.2 million in Fiscal 2011, a drop of \$75.5 million or 64.7%. To account for this volatility, the Fiscal 2020 estimate is equivalent to the average revenue collected for the last five years.

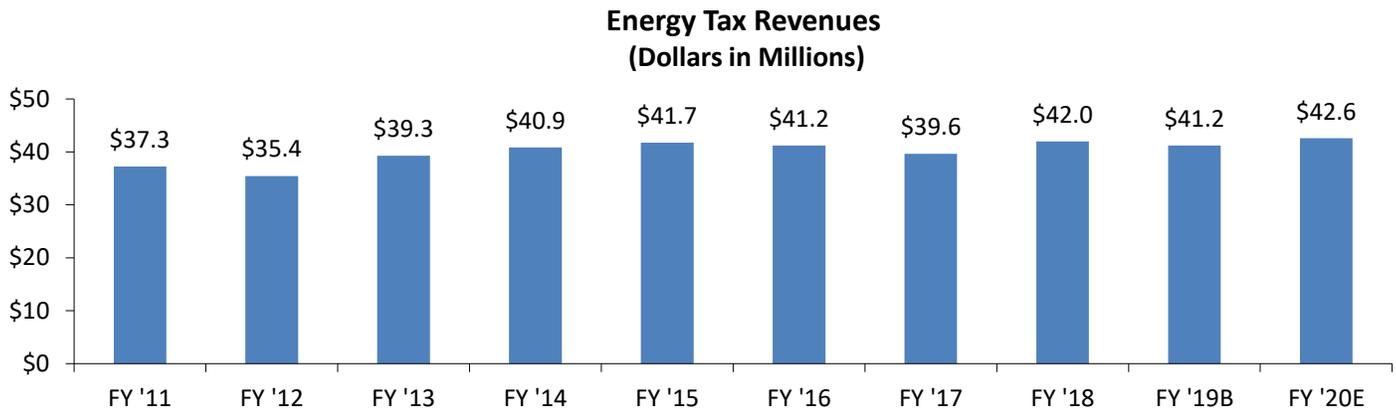
In Fiscal 2019, City Council passed legislation (Bill 18-0221) that calls for a new “Yield Tax” on transactions over \$1 million, with all revenues dedicated to the Affordable Housing Trust Fund. Although the legislation exempts transactions under the \$1 million threshold, most of the City’s General Fund Transfer and Recordation revenue comes from these high-value transactions. In Fiscal 2017, the top 1.2% of transactions (over \$1 million) produced nearly 45% of the Transfer and Recordation revenue. In turn, even a small negative impact on housing transactions due to the legislation could lead to lower General Fund revenue.

**Recordation and Transfer Tax Revenues
(Dollars in Millions)**



Energy Taxes

Energy Tax revenues for Fiscal 2020 are projected to generate \$42.6 million, an increase of \$1.3 million, or 3.3% from the Fiscal 2019 Budget. Energy Tax revenues include Electricity, Gas, Steam, Fuel Oil, and Liquid Petroleum Gas taxes. The Fiscal 2020 estimate is based on adjustments to rates and historical usage trends, which over time have shown declining energy usage. In general, efficiencies in usage are offset by rate increases; however, unseasonably warm or cold weather can also impact total revenues.



Energy Tax Rate Calculation

The Baltimore City Code mandates that the City's Energy Tax be levied as a unit tax based on the number of units of energy delivered to users in Baltimore City. The units are as follows: kilowatt-hours for electricity, therms for natural gas, pounds for steam, and gallons for fuel oil and liquefied petroleum gas.

In accordance with Article 28, Section 25-14, the tax rates shall be adjusted by the annual percent change in the Baltimore-Washington Consumer Price Index (CPI) as reported for November by the United States Department of Labor (USDOL). The USDOL no longer produces the annual CPI for the Baltimore-Washington region; therefore, City Council Bill 19-0331 has been introduced to establish that for Fiscal 2020 and forward, Energy tax shall be adjusted by the percentage change in the Baltimore-Columbia-Towson CPI as reported by the USDOL. The metric is calculated by comparing December of the preceding calendar year to the December of the next preceding calendar year. The CPI used for Fiscal 2020 is 1.34%.

Article 28, Section 25-14(g) of the Baltimore City Code mandates that the tax rates computed be included annually in the proposed operating budget submitted by the Director of Finance to the Board of Estimates. For Fiscal 2020, the recommended rates are as follows:

Fiscal Year 2020 Energy Tax Rates (\$) by User Group and Energy Type

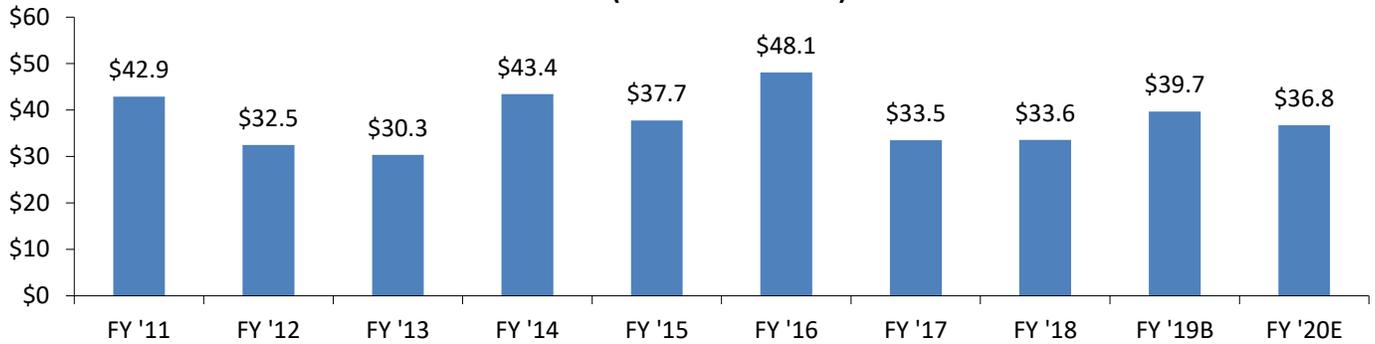
User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.008662	0.112005	0.128010	0.156226	0.002724
Residential	0.002774	0.032919	0.046201	0.049484	0.000782
Nonprofit	0.006073	0.088976	0.110482	0.135849	0.001611

Net Parking Revenues

Parking revenues are dependent upon vehicle usage and demand at garages, parking lots, and metered spaces, as well as City enforcement of traffic laws. The City is beginning to see a trend towards lower parking revenues. Some factors could be the use of transportation network companies or ridesharing alternatives such as Uber and Lyft, and dockless vehicles,

which reduce the use of garage facilities and related revenues to the City. Additionally, construction activity, especially in Harbor East and Fells Point, has taken out metered parking spaces, reducing some of the highest revenue generating metered parking areas.

**Parking Revenues (Net Transfer to the General Fund)
(Dollars in Millions)**

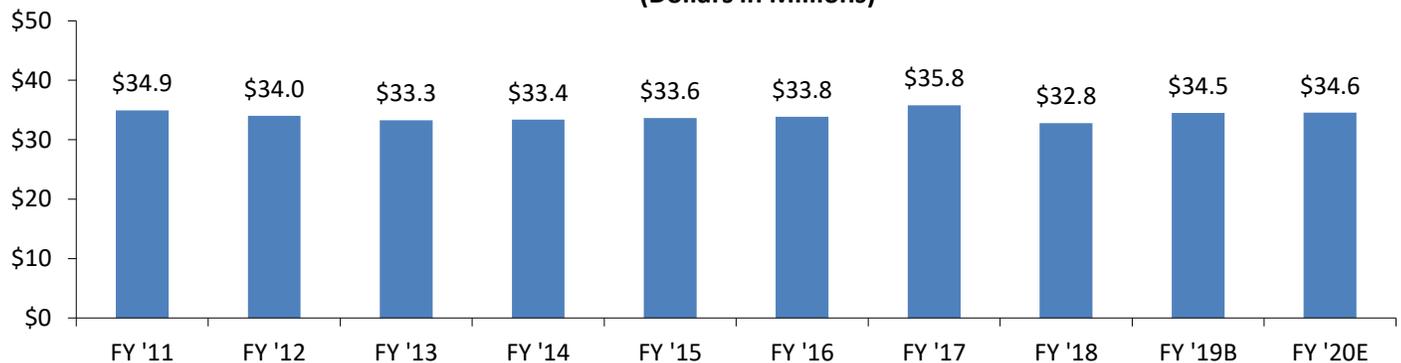


Primary generators of parking revenue include the parking tax, meters and fines, penalties on parking fines, and City-owned garages. The Fiscal 2020 Budget includes a reduction of \$1.8 million in meter revenues based on Fiscal 2019 activity. Also, the budget takes into consideration the decline experienced in recent years in the number of parking citations. In Fiscal 2018 citations for parking violations decreased 11.7%, compounding the 5.5% decline that occurred in Fiscal 2017. To reflect this trend, the Fiscal 2020 Budget assumes a \$0.7 million reduction from this revenue source, from \$14.6 million in Fiscal 2019.

Telecommunication Tax

Telecommunication Tax revenue for Fiscal 2020 is estimated at \$34.6 million, an increase of \$0.1 million compared to the Fiscal 2019 Budget. The Telecommunication Tax is charged at a rate of \$0.40 per month for each Centrex local exchange line and \$4.00 per month for every other wireless or wired line.

**Telecommunication Tax
(Dollars in Millions)**



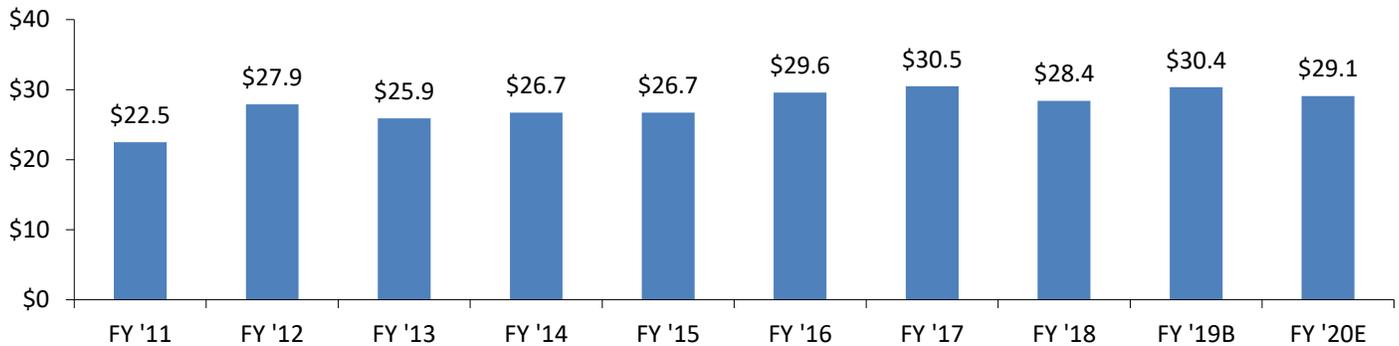
Hotel Tax

Hotel Tax revenue for Fiscal 2020 is projected at \$33.6 million, a \$1.3 million decrease from the Fiscal 2019 budgeted amount. After subtracting the \$4.6 million Baltimore Convention Center debt service payment, the net hotel tax receipts transferred from the Convention Center Bond Fund (CCBF) to the General Fund are projected at \$29.1 million. In Fiscal

2020 the City will complete its final debt service payment of \$1.8 million for renovations completed in 1997. Any proceeds remaining in the Convention Center Bond Fund will be used to offset future Convention Center expansion or renovation.

Occupancy rates and revenues experienced year-over-year declines when comparing data for Calendar Year 2018 to that of 2017, according to reports published by Smith Travel Research. Each category declined by 4.5%, with occupancy rates and revenues declining by 3.0% or \$16.8 million, respectively. The number of total hotel rooms in the City increased by about 4%, or 12,800, on a monthly basis. This growth is the primary driver of declining occupancy rates and revenues, as there is more competition among providers, who in turn have reduced rates to attract guests.

**Hotel Tax (Net Transfer to the General Fund)*
(Dollars in Millions)**



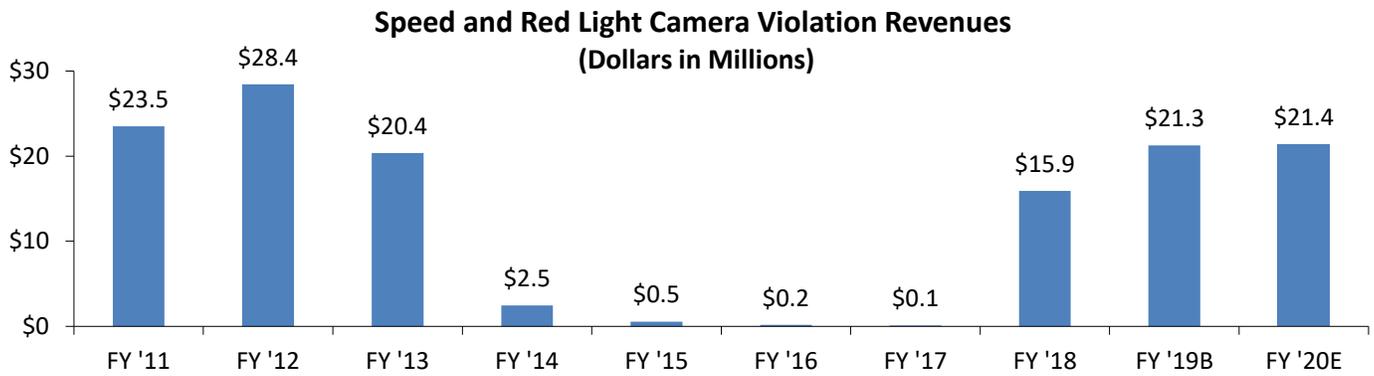
*Amounts shown represent total tax less convention center bonded debt service.

Under State law, 40% of gross Hotel Tax receipts are appropriated to the local tourism bureau, Visit Baltimore. If revenue from a prior fiscal year differs from the budgeted amount, Visit Baltimore receives 40% of this difference during the next fiscal year. Additionally, Hotel Tax revenues generated by the Convention Center Hotel are reserved to pay for the debt service on the hotel. The following table shows the amount of Hotel Tax revenue that remains after servicing debt for the Convention Center, and the net General Fund appropriation after additional commitments to the Convention Center Hotel and Visit Baltimore.

Appropriation Category	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2020 Estimate
Hotel Tax Revenue	32,985,926	34,926,100	33,662,625
Convention Center Debt Service	(4,580,088)	(4,562,625)	(4,562,625)
General Fund Subtotal	28,405,838	30,363,475	29,100,000
Convention Center Hotel	(2,979,133)	(3,059,000)	(3,430,690)
Visit Baltimore	(14,048,111)	(14,602,572)	(13,169,020)
Net Hotel Tax in General Fund	11,378,594	12,701,903	12,500,290
% of Actual Hotel Tax	34.5%	36.4%	37.1%

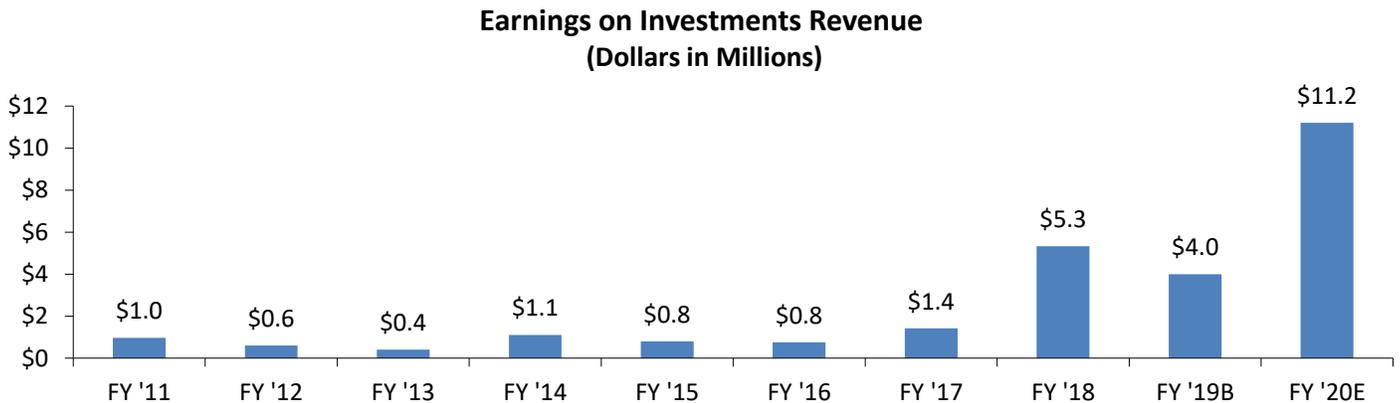
Speed Cameras and Red Light Violations

Traffic camera revenue for Fiscal 2020 is projected at \$21.4 million; this figure represents virtually no change from the prior year budget. In Fiscal 2018, the City reintroduced an automated traffic camera program after suspending the initial program in Fiscal 2013 for technical and contractual reasons. As of March 1, 2019 there are 96 red light and 75 speed cameras in operation. The traffic camera program is scheduled to expand, to include 100 of each camera type in Fiscal 2020. However, the Fiscal 2020 Budget remains conservative due to drivers' adaptive behavior and the decline of citations that is supported by data from existing cameras. By State Law, cameras are located within a half-mile radius of schools, and are added based on requests directly from constituents after a review process by the City's Department of Transportation.



Earnings on Investments

The City anticipates earning \$11.2 million on cash investments for Fiscal 2020; just less than triple the Fiscal 2019 Budget, but still about 31% lower than Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The primary objectives of the City's investment activities are to preserve capital, safely satisfy liquidity needs, diversify investments, and maximize returns consistent with strict adherence to the limitations of the investment policy. The Fiscal 2020 forecast is based on revised estimates provided by the City's Bureau of Treasury Management, and is higher due to a series of rate increases to-date, which have added to investment returns. As of March 2019, the Average Annual Earnings rate was 2.03%.

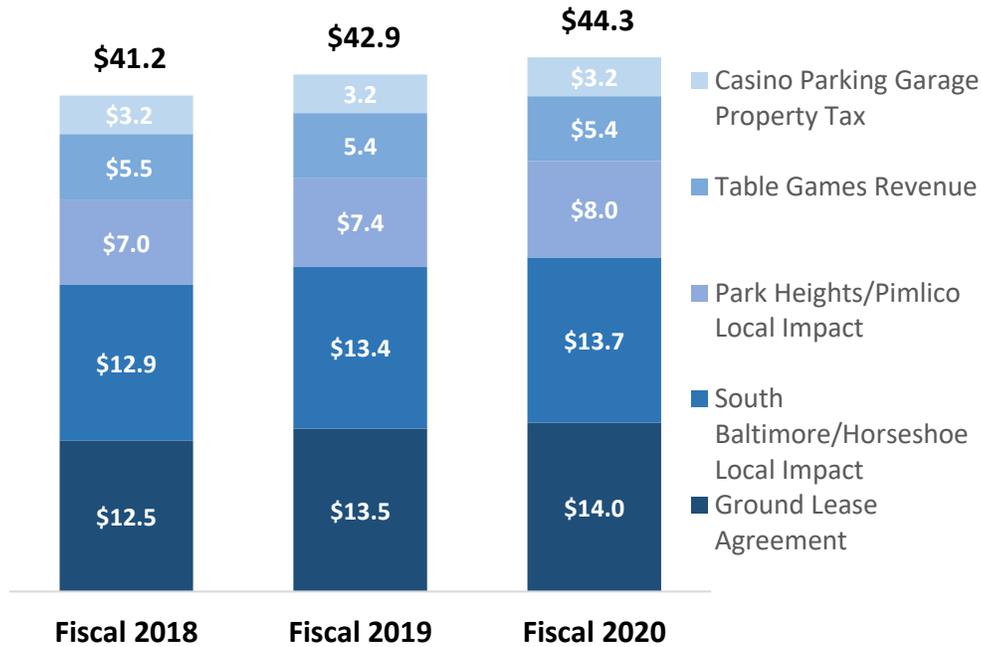


Other Sources of Revenue

In addition to the major revenues referenced in this section, the City has over 150 other General Fund revenue sources that are projected to generate nearly \$210.1 million in Fiscal 2020. This represents an increase of \$11.3 million over the Fiscal 2019 Budget, or 5.7%. The largest examples of these revenues include contributions from Prior Year Fund Balance (\$28.0 million), Charges for Central City Services (\$15.0 million), Video Lottery Terminals (\$12.6 million), sanitation and waste removal related revenues (\$11.0 million), and building construction related permits and fees (\$9.7 million).

Casino-Video Lottery Terminals and Table Games

The City receives casino-related revenue to support local neighborhoods impacted by the Pimlico Race Track and Horseshoe Casino, as well as funding to support citywide school construction, parks and recreation projects, property tax relief, and the General Fund at large. The chart below displays the three-year budget history for each category of casino-related revenue.



The Fiscal 2020 allocations adhere to the following funding formulas:

Horseshoe Ground Lease Agreement Revenue - \$14 million

- The ground lease payment from Horseshoe Casino to the City is calculated at either 2.99% of the Casino’s gross gaming revenue or an alternate minimum payment amount determined by the contract, whichever is higher.
- The Fiscal 2020 estimated payment is the minimum payment of \$14 million.
- Of this amount, 90% is allocated to the General Fund to support the Targeted Homeowners Tax Credit (THTC) and 10% is dedicated to school construction.

Ground Lease Agreement	Fiscal 2020 Estimated
Minimum Ground Lease Payment	14 million
THTC (90%)	12.6 million
School construction (10%)	1.4 million

South Baltimore/Horseshoe Casino Local Impact Fund - \$13.7 million

- The state combines gross terminal revenue from Video Lottery Terminals (VLTs) at Maryland Live, MGM National Harbor, and Horseshoe Casinos.
- 5.5% of total combined VLT revenue is used as the starting point for the City’s local impact fund allocation.
- 82% of the 5.5% total combined VLT revenue is then equally divided among Baltimore City, Anne Arundel, and Prince George’s counties, with the City receiving approximately 27.3% of this amount.
- The Fiscal 2020 projection for Baltimore City is \$13.7 million; \$300,000 higher than the Fiscal 2019 Budget.

- State law requires that 50% of the City’s allocation must be remitted to the South Baltimore Gateway Community Benefits District to support local projects.
- The remaining 50% is budgeted for core City services within one mile of the casino area, such as the Police sub-station, Fire unit, traffic enforcement, sanitation, and employment development, among other projects.

South Baltimore/Horseshoe	Fiscal 2020 Estimated
Baltimore City Allocation (27.3%)	13.70 million
South Baltimore District (50%)	6.85 million
Horseshoe One-mile Radius (50%)	6.85 million

Park Heights/Pimlico Local Impact Fund - \$8 million

- The remaining 18% of the 5.5% of total combined VLT revenue is dedicated to Baltimore City.
- Of the 18% distribution, \$1 million is withheld for Prince George’s County and smaller jurisdictions; \$500,000 less will be withheld in Fiscal 2020, compared to the Fiscal 2019 Budget.
- The Fiscal 2020 revenue projection is \$8.0 million; \$600,000 million higher than the Fiscal 2019 Budget.
- At least 75% of the funds must be spent in the Park Heights neighborhood; in Fiscal 2020 the City will allocate 85% for this purpose.
- The remaining funding must be spent within a one-mile radius of the Pimlico Race Track.

Park Heights/Pimlico	Fiscal 2020 Estimated
Baltimore City Allocation (18%)	8.0 million
Park Heights (85%)	6.8 million
Pimlico One-mile Radius (15%)	1.2 million

Table Games Revenue - \$5.4 million

- Baltimore City receives 5% of gross Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2020 revenue projection of \$5.4 million is unchanged from the Fiscal 2019 Budget.
- State law requires that 50% of the funding be used to support citywide parks and recreation projects and 50% be allocated for school construction debt service.

Table Games Revenue	Fiscal 2020 Estimated
Baltimore City Allocation (5%)	5.4 million
Parks and recreation (50%)	2.7 million
School construction (50%)	2.7 million

Casino Parking Garage Property Tax Agreement - \$3.2 million

- As part of the Horseshoe Casino Ground Lease Agreement, the City grants a partial credit on the Real Property Tax due from the Casino’s garage.
- If the net tax due is less than \$3.2 million, the Casino must make an additional contribution so that the total minimum guarantee to the City equals \$3.2 million.
- The Casino garage’s Real Property Tax net of credits has never exceeded \$3.2 million, and the Fiscal 2020 projection continues to assume the minimum guarantee.
- This revenue supports the General Fund at large.

Casino Parking Garage	Fiscal 2020 Estimated
Minimum Guarantee	3.2 million

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Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized Real Property Tax Credit programs. In Fiscal 2020, the City budget estimates Real Property Tax Credit expenditures totaling approximately \$123.7 million. This represents a decrease of \$83,000 compared to the total Fiscal 2019 projected expense of nearly \$123.8 million.

	Fiscal 2019 Projection	Fiscal 2020 Estimate
<u>Homestead Tax (104% Assessment Phase-In)</u> A 4% taxable assessment increase cap on owner-occupied dwellings.	27,771,000	25,041,000
<u>Targeted Homeowners Tax Credit</u> An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.	30,402,000	35,941,000
<u>Enterprise Zone Property Tax Credit (EZTC)</u> A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements. Includes EZTC costs for real property taxes, personal property taxes, and PILOT projects.	24,541,000	24,294,000
<u>Historic Restoration and Rehabilitation Property Tax Credit</u> A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements.	10,250,000	11,746,000
<u>Brownfields Property Tax Credit</u> A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it is 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period.	19,531,000	16,556,000
<u>Supplemental Homeowner's Property Tax Credit</u> An annual credit providing additional tax relief to low-income City residents eligible for the existing State Homeowner's tax credit.	1,600,000	1,600,000
<u>High-Performance Market-Rate Rental Housing Property Tax Credit</u> A 15 and 10-year tax credit (15-year if project is located within a targeted area and 10-year for all other City locations) on the increased assessment value of improvements on the construction or conservation of high-performance market rental housing. The 15-year credit is 100% for the first two taxable years, 80% for the following three, 70% and 60% for the next two, 50% for the following three, and declining by 10 percentage point annually thereafter. The 10-year credit is structured the same as the EZTC.	6,801,000	5,260,000
<u>Newly Constructed Dwelling Property Tax Credit</u> A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings.	2,300,000	2,110,000
<u>Other Local Option Property Tax Credits</u> Includes costs of the Public Safety Officers, Neighborhood Preservation, Vacant Dwellings, Fallen Heroes, Portability, and Cemetery Dwellings property tax credit programs.	561,000	1,126,000
Total	123,757,000	123,674,000

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Fiscal 2020
Property Tax One-Cent Yield

ESTIMATED ASSESSABLE BASE	Fiscal 2019	Fiscal 2020	Change
REAL PROPERTY			
Subject to \$2.248 Tax Rate			
Real Property Assessed Locally	38,791,622,877	40,049,061,477	1,257,438,600
Appeals, Abatements and Deletion Reductions	(294,332,696)	(408,527,536)	(114,194,840)
Adjustment for Assessment Increases over 4%	(1,340,855,773)	(1,153,910,485)	186,945,289
New Construction	40,000,000	365,811,655	325,811,655
Rail Road Property	217,285,000	211,340,480	(5,944,520)
Total Real Property Subject to \$2.248 tax rate	37,413,719,408	39,063,775,592	1,650,056,184
Subject to \$5.62 Tax Rate			
Public Utility Property	149,835,000	155,959,830	\$6,124,830
Total Public Utility Real Property Subject to \$5.62 tax rate	149,835,000	155,959,830	6,124,830
Total Taxable Real Property Value	37,563,554,408	39,219,735,422	1,656,181,014
TANGIBLE PERSONAL PROPERTY			
Subject to \$5.62 Tax Rate			
Individuals and Firms Personal Property	47,450,000	54,238,525	6,788,525
Ordinary Business Personal Property	952,642,000	1,140,615,020	187,973,020
Public Utilities Operating Personal Property	1,010,027,000	1,031,115,978	21,088,978
Total Tangible Personal Property	2,010,119,000	2,225,969,523	215,850,523
Total Real and Personal Property	39,573,673,408	41,445,704,944	1,872,031,537
ESTIMATED PROPERTY TAX YIELD			Fiscal 2020
Property Subject to \$2.248 Tax Rate			
Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	3,906,378
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			3,808,718
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate			856,199,833
Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate)			
Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	15,596
Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	222,597
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base			238,193
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			232,238
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)			580,595
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate			130,517,819
Total Estimated Property Tax Yield - Real and Personal Property			986,717,652
Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property			4,389,313

Note: Difference vs. Major Revenues Forecast is due to rounding

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Selected Real Property Tax Expenditures

Background

Tax expenditures are foregone revenues – based on tax laws – which include exemptions, deductions, credits, deferrals, payments in lieu of taxes (PILOTS) and differential tax rates. Tax expenditures are alternative government policy instruments that provide direct financial support (e.g. land cost write-downs) to qualifying individuals, organizations and businesses to encourage specific policy objectives. Because they are substitutes for direct operating expenditures, it is important to document and review their costs as part of the annual budget process.

As a component of the City’s ten-year financial plan, which is undergoing a refresh that began during Fiscal 2019, the Bureau of the Budget and Management Research will review all existing and prospective real property tax credits for viability and effectiveness.

Newly Constructed Dwelling Tax Credit Report

The Newly Constructed Dwelling Tax Credit (NCTC) law requires the Director of Finance to report to the Board of Estimates and to the Mayor and City Council the public costs and benefits of the tax credit. The following table summarizes the number of credits and gross costs on an annual and cumulative basis.

Fiscal Year	No. of Credits Granted		Amount of Credits Granted	
	Annual-New	Cumulative	Annual-Total	Cumulative
1996 - 2010*	200	2,995	\$1,427,137	\$21,407,048
2011	247	3,242	\$4,016,030	\$25,423,078
2012	233	3,475	\$3,164,268	\$28,587,346
2013	253	3,728	\$3,619,532	\$32,206,878
2014	226	3,954	\$3,147,838	\$35,354,716
2015	188	4,142	\$2,823,800	\$38,178,516
2016	259	4,401	\$2,354,271	\$40,532,787
2017	203	4,604	\$2,296,387	\$42,829,174
2018	149	4,753	\$2,022,954	\$44,852,128
2019 (thru March)	218	4,971	\$2,139,502	\$46,991,630

**The annual amounts are averages for this period.*

The Newly Constructed Tax Credit program is currently the City’s seventh largest local Real Property Tax Credit expense. Since the program’s adoption, administrative costs have been absorbed within existing City operations.

The City promotes the program in several ways. The Office of Homeownership in the Department of Housing and Community Development promotes the program in its realtor seminars. Information about tax credit programs is available on the City government and the Live Baltimore websites. The survey included with the online application for the tax credit showed that for this year’s applications, the most popular reported sources of information regarding the credit were developers (39.3%), followed by realtors (37%).

The distribution of tax credits granted during Fiscal 2019 indicates that the use of the credit remains concentrated. As the map included at the back of this section shows, over 53.2% of the credits granted during Fiscal 2019 are located within

four neighborhoods, and 100% of the credits are granted to properties located within 33 neighborhoods. This represents less than 12% of the City's 278 distinct geographic areas. However, much of the NCTC is focused away from centrally-located areas such as Downtown and the Inner Harbor. In recent years the neighborhoods receiving the highest number of credits have been spread throughout parts of the City outside waterfront locations. In Fiscal 2019, Uplands, Greektown, Canton, Hampden and Hoes Heights are the five neighborhoods with the most tax credits through March of this year.

The Department of Finance has published credit recipient survey results since Fiscal 2000. In preparing this report, the Department of Finance reviewed applications processed for Fiscal 2019 through the end of March 2019. The key findings from the survey are summarized below.

Has the program been effectively distributed?

The demographic characteristics of Newly Constructed Dwelling Tax Credit recipients have not changed compared to prior years. As shown by survey results, data indicate that high income households with higher than average priced homes still represent a substantial portion of the program's applicants. In Fiscal 2019, 66.1% of the survey respondents have incomes above \$100,000 while approximately 10.5% of the remaining respondents have incomes surpassing the State's 2017 median household income of \$78,916. Accordingly, approximately 76.6% of all survey respondents have incomes above the State median. The City's 2017 median household income was \$46,641. About 7.6% of the survey respondents reported incomes at or below the City's median household income.

The original concept of the Newly Constructed Dwelling Tax Credit program was to attract new residents to the City in order to create a stronger taxable base; however, past evidence has shown that the credit has also encouraged the purchase of new homes by current City residents who were already property owners. Even though 54.4% of all respondents were first-time home buyers, the survey results show that 55.1% of the respondents in Fiscal 2019 already lived in the City prior to purchasing the new home. Of this year's survey respondents, 78.7% reported that they were only looking in the City for their new home. The City now offers the Resident Retention Tax Credit to assist current residents who seek to acquire a new primary residence within the City.

Fiscal 2019 survey results show that 67.9% of the respondents knew about the credit prior to purchasing their homes, and 56.3% had estimated the amount by which the credit would reduce their future property tax bills. Additionally, 86.9% of applicants who responded felt that the availability of the credit influenced their decision to purchase property. While historical data suggest that the credit did not significantly incentivize new residents or investment, serving merely as a financial bonus for established developers and affluent residents, current year data indicate a changing sentiment.

Has the program been a net benefit to the City?

Since the credit began in Fiscal 1996, the City has forgone nearly \$47 million in real property tax revenues due to the availability of the Newly Constructed Tax Credit. This value reflects actual forgone revenues through Fiscal 2019, which includes a projected \$2.1 million total tax credit for the current fiscal year. Tax credits reduce the total funds available to the City and constrain expenditures in areas such as public safety, education, recreation and parks, blight elimination, sanitation, and other basic services that enhance a home purchaser's desire to live within the City.

Neighborhoods	FY2019		FY2015 to FY2019	
	Percentage of Total NCTC Received	Number of NCTC Received	Percentage of Total NCTC Received	Number of NCTC Received
Top 28 or 10% of all Neighborhoods	96.79%	211	90.86%	937
Next 28 or 10% of all Neighborhoods	3.21%	7	7.33%	67
Remaining 222 or 80% of all Neighborhoods	0.00%	0	1.81%	13
Total	100.00%	218	100.00%	1,017

**The FY2015 to FY2019 figures represent a five-year history; this period is for context only.*

As illustrated by the table above and the maps that follow, the Newly Constructed Tax Credit is heavily concentrated in a very limited geographical area. Baltimore City is comprised of 278 neighborhoods. The top 10% of all neighborhoods – the 28 neighborhoods with the highest number of properties receiving the credit – contained 937 or 90.9% of the 1,017 properties that received credits between Fiscal 2015 and 2019. The second 10% of neighborhoods – the 28 with the next highest number of properties receiving credits – contained 67 or 7.3% of the 1,017 properties that received credits during this period. For the other 80% of Baltimore City neighborhoods, a total of 13 credits were received between Fiscal 2015 and 2019. The table does not include properties that received the tax credit prior to Fiscal 2015.

Sunset Provision

The State legislature has authorized the Newly Constructed Tax Credit program through June 30, 2019. After this date, additional owners of newly constructed dwellings may not be granted a credit under this program. It follows that there will not be new tax credit participants if the sunset goes into effect, but existing beneficiaries will remain in the program until their credits expire.

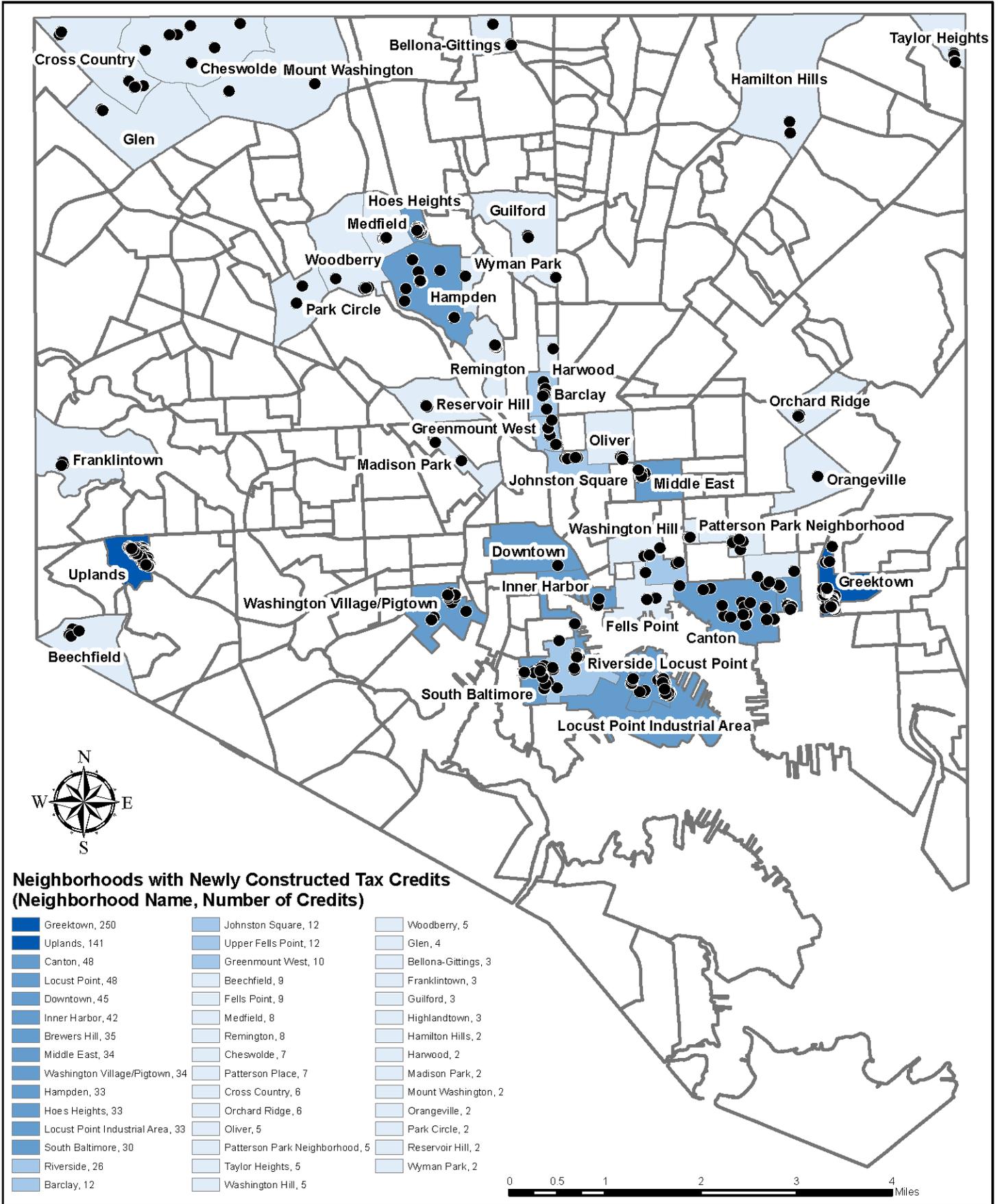
Maps on the following pages detail the location of properties that have received a Newly Constructed Tax Credit. The map labeled “FY 2015 – FY 2019” indicates properties to which the City has granted a Newly Constructed Tax Credit during the last five years, from Fiscal 2015 to Fiscal 2019. The map labeled “FY 2019 YTD” Indicates properties to which the City has granted a Newly Constructed Tax Credit as of March of Fiscal 2019 only.

Although applications for the Newly Constructed Tax Credit are not evenly distributed throughout the neighborhoods in the City, the maps on the following pages show that the program is not only benefiting areas such as the Downtown or Inner Harbor neighborhoods. The City’s Ten-Year Financial Plan calls for a review and comprehensive analysis of all of the City’s tax expenditure programs.

City of Baltimore

Newly Constructed Tax Credits by Neighborhood

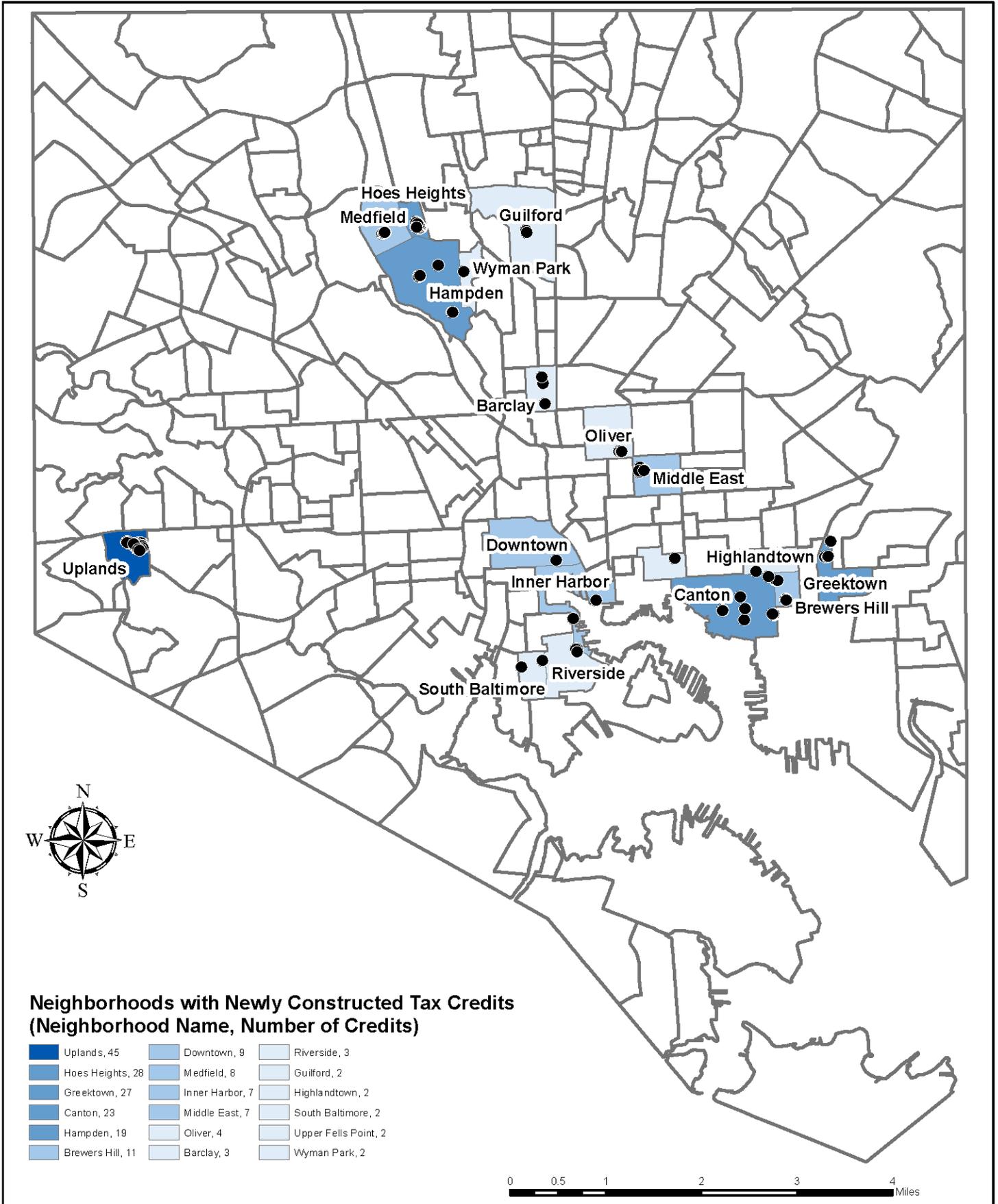
FY 2015 -- FY 2019



City of Baltimore

Newly Constructed Tax Credits by Neighborhood

FY 2019 YTD



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FISCAL 2020

EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Revenue Detail by Fund

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Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

General Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
LOCAL TAXES					
<i>Real and Personal Property - Current Year</i>					
001 Real Property	851,624,770	856,930,400	870,964,000	890,129,000	33,198,600
004 Personal Property - Ordinary Business Corps	63,942,682	52,200,000	66,837,000	62,500,000	10,300,000
007 Personal Property - Individuals & Firms	2,928,113	2,600,000	2,719,000	2,972,000	372,000
008 Personal Property - Public Utilities	55,153,919	55,344,400	57,939,000	56,500,000	1,155,600
027 Homestead Tax Credit	(33,142,717)	(28,439,000)	(27,771,000)	(25,041,000)	3,398,000
<i>Real and Personal Property - Prior Years</i>					
010 Real Property	7,021,046	2,200,000	7,500,000	2,500,000	300,000
011 Personal Property	26,175,571	500,000	2,800,000	2,500,000	2,000,000
<i>Real and Personal Property - Other Revenue</i>					
016 Video Lottery Terminal	11,250,000	12,150,000	12,150,000	12,600,000	450,000
021 Penalties and Interest	7,389,835	6,481,000	5,200,000	7,000,000	519,000
022 Discounts	(2,207,563)	(2,161,000)	(2,300,000)	(2,300,000)	(139,000)
023 Supplemental Homeowner's Tax Credit	(1,350,358)	(1,600,000)	(1,600,000)	(1,600,000)	0
024 Tax Sale Expense	795,399	0	0	0	0
025 Newly Constructed Dwellings Tax Credit	(1,982,854)	(2,200,000)	(2,300,000)	(2,110,000)	90,000
028 Other Property Tax Credits	(15,635,092)	(13,081,000)	(19,560,000)	(16,583,000)	(3,502,000)
029 Enterprise Zone Tax Credit	(23,958,863)	(23,441,000)	(24,541,000)	(24,294,000)	(853,000)
031 Public Safety Officer Tax Credit	0	(1,100,000)	(532,000)	(1,100,000)	0
032 Historic Property Tax Credits	(9,543,409)	(11,250,000)	(10,250,000)	(11,746,000)	(496,000)
038 Tax Increment Financing Districts	12,136,600	16,715,300	15,608,000	18,067,000	1,351,700
039 Targeted Homeowners Tax Credit	(26,117,806)	(30,402,000)	(30,402,000)	(35,941,000)	(5,539,000)
040 High-Performance Tax Credit	(5,007,766)	(4,438,000)	(6,801,000)	(5,260,000)	(822,000)
<i>Sales and Service</i>					
041 Heavy Equipment Gross Receipts	174,529	150,000	150,000	150,000	0
045 Gas	14,202,178	13,061,500	14,924,000	13,893,000	831,500
046 Electricity	26,832,123	27,482,800	28,824,000	27,735,000	252,200
047 Fuel Oil	270,296	200,000	20,000	263,000	63,000
049 Steam	1,133,102	1,126,100	1,126,100	1,145,000	18,900
050 Telephone	32,799,105	34,500,000	34,800,000	34,586,000	86,000
051 Homeless Relief Assistance Tax	260,072	500,000	250,000	500,000	0
052 Hotel (transferred from CCBF)	28,405,837	30,363,475	28,982,375	29,100,000	(1,263,475)
053 Property Transfer	46,966,265	39,379,300	43,043,000	40,912,000	1,532,700
054 Liquid Petroleum Gas	141,073	90,000	143,000	122,000	32,000
055 Refund Reserve - Gas	(261,087)	(238,200)	(238,000)	(253,000)	(14,800)
056 Refund Reserve - Electricity	(344,462)	(513,400)	(350,000)	(354,000)	159,400
<i>Payments in Lieu of Taxes</i>					
060 Housing Authority	194,096	100,000	100,000	100,000	0
062 Urban Renewal	175,353	112,500	151,000	150,000	37,500
063 Off-Street Parking Properties	2,407,212	789,100	789,100	807,000	17,900
064 Maryland Port and Stadium Authorities	964,458	2,120,492	960,000	1,589,000	(531,492)
065 Apartments	4,697,478	3,604,100	4,100,000	4,000,000	395,900
067 Economic Development	4,621,968	1,318,500	2,500,000	1,400,000	81,500
068 Annual Nonprofit Contribution	5,953,497	6,000,000	6,000,000	6,000,000	0

(continued)

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
<i>Other Local Taxes</i>					
075 Tax Sale Fees and Other	367,622	400,000	400,000	400,000	0
076 Simulated Slot Machine Registration Tax	905,986	1,188,600	1,188,600	1,200,000	11,400
077 Billboard Tax	1,453,177	1,700,000	1,450,000	1,700,000	0
078 Taxicab Excise Tax	15,926	25,000	25,000	25,000	0
<i>Income Tax</i>					
081 Income Tax - State Collected	330,905,849	335,141,000	341,525,000	350,672,000	15,531,000
083 Unallocated Withholding - Regular	10,300,473	9,114,000	7,111,000	8,715,000	(399,000)
084 Income Tax - Fiduciary Returns	5,590,607	9,389,000	10,512,000	7,417,000	(1,972,000)
<i>Locally Imposed - State Collected</i>					
085 Admissions	8,839,880	8,583,800	8,583,800	8,300,000	(283,800)
086 Recordation	42,331,443	37,365,700	47,678,000	38,955,000	1,589,300
<i>Taxes - State Shared</i>					
101 State Highway User Revenues	146,173,585	142,877,199	145,452,000	157,350,000	14,472,801
TOTAL					
LOCAL TAXES TOTAL	1,635,949,148	1,592,939,666	1,645,859,975	1,665,372,000	72,432,334
LICENSES AND PERMITS					
<i>General Government</i>					
120 City/State Business	1,717,961	1,700,000	1,700,000	1,700,000	0
122 Alcoholic Beverage	2,124,510	2,000,000	2,000,000	1,740,000	(260,000)
123 Marriage	59,540	25,000	25,000	20,000	(5,000)
<i>Public Safety and Regulation</i>					
126 Media Production Services	71,827	30,000	60,000	55,000	25,000
127 Cable TV Franchise Fee	6,770,210	8,052,900	6,500,000	6,715,000	(1,337,900)
128 Fire Prevention - Fire Code	1,805,466	1,666,800	1,666,800	1,750,000	83,200
129 Rental Property Registrations	5,118,428	5,036,900	5,036,900	5,100,000	63,100
131 Miscellaneous Building Inspection Revenue	718,511	1,048,700	1,048,700	1,050,000	1,300
132 Building Construction Permits	3,340,241	5,250,000	4,500,000	4,500,000	(750,000)
133 Electrical Installation Permits	580,386	1,000,000	1,000,000	800,000	(200,000)
134 Mechanical Equipment Permits	525,525	1,000,000	755,000	800,000	(200,000)
135 Plumbing Permits	291,085	600,000	480,000	400,000	(200,000)
136 Elevator Permits	3,689	1,200	1,200	1,000	(200)
137 Filing Fees - Building Permits	4,224,263	1,500,000	1,500,000	1,500,000	0
138 Alarm System Registration Permits	18,210	25,000	25,000	25,000	0
139 Public Assembly Permits	5,160	8,700	8,700	6,000	(2,700)
140 Professional and Occupational Licenses	485,763	536,400	536,400	500,000	(36,400)
141 Vacant Structure Fee	610,596	550,000	550,000	550,000	0
143 Amusement Device Licenses	(3,236)	25,000	25,000	25,000	0
145 Dog Licenses and Kennel Permits	168,693	12,000	12,000	12,000	0
146 Special Police Appointment Fees	851	3,000	3,000	1,000	(2,000)
149 Vacant Lot Registration Fees	121,574	115,000	115,000	120,000	5,000
150 Trades Licenses	82,685	136,700	110,000	130,000	(6,700)
<i>Health</i>					
151 Food Dealer Permits	1,620,037	1,935,500	1,450,000	1,800,000	(135,500)
152 Swimming Pool Licenses	89,055	61,400	61,400	65,000	3,600
154 Solid Waste Collection Permits	201,877	185,000	190,000	158,000	(27,000)
<i>Highways</i>					
163 Minor Privilege Permits	1,482,264	2,000,000	2,000,000	1,500,000	(500,000)
164 Public Utility Pole Permits	567,350	562,000	540,000	560,000	(2,000)
169 Permits and Inspection - Private Paving	48,298	60,900	50,000	58,000	(2,900)

(continued)

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
170 Developer Agreement Fees	394,062	500,000	400,000	500,000	0
171 Street Cut Permit Fees	1,109,046	700,000	1,025,000	778,000	78,000
173 Special Event Permits	158,058	150,000	150,000	171,000	21,000
<i>TOTAL</i>					
LICENSES AND PERMITS	34,511,985	36,478,100	33,525,100	33,090,000	(3,388,100)
TOTAL FINES AND FORFEITS					
<i>Fines and Forfeits</i>					
177 Court-Ordered Restitution and Misc Fines	10,968	40,900	11,000	42,000	1,100
178 Civil Citations	11,539	55,000	11,000	26,000	(29,000)
179 Sheriff Revenue	168,628	230,100	200,000	200,000	(30,100)
180 Forfeitures Drug/Gambling Contraband	1,816,276	1,500,000	1,500,000	1,900,000	400,000
181 Minimum Wage Violations	141,647	70,000	70,000	230,000	160,000
182 Environmental Control Board Fines	6,009,976	7,650,000	6,937,000	6,500,000	(1,150,000)
185 Bad Check Charge	43,221	30,000	21,836	30,000	0
186 District Court Housing Fines	10,891	0	0	0	0
187 Liquor Board Fines	235,149	150,000	200,000	178,000	28,000
188 Library Fines	172,019	40,000	40,000	40,000	0
191 Red Light Fines	6,311,599	10,250,000	12,882,000	10,250,000	0
193 Speed Cameras	9,626,108	11,000,000	15,463,000	11,000,000	0
194 Truck Enforcement	0	0	190,000	100,000	100,000
<i>TOTAL</i>					
FINES AND FORFEITS	24,558,021	31,016,000	37,525,836	30,496,000	(520,000)
TOTAL USE OF MONEY					
<i>Use of Money</i>					
200 Earnings on Investments	5,325,373	4,000,000	10,500,000	11,200,000	7,200,000
206 Interest on Property Sale Proceeds	52,786	66,500	45,000	60,000	(6,500)
207 Interest on Gambling/Drug Confiscated Cash	49,750	32,500	50,000	35,000	2,500
217 Principal - Private Activity Bond Loans	0	10,600	0	0	(10,600)
218 Interest - Private Activity Bond Loans	50	1,200	0	0	(1,200)
227 Principal - CDFC Loan	95,960	194,500	194,500	100,000	(94,500)
228 Interest - CDFC Loan	30,248	35,900	35,900	30,000	(5,900)
250 Principal - MILA/MICRF	0	134,800	0	0	(134,800)
252 Principal - Off-Street Parking Loans	0	11,200	0	0	(11,200)
253 Interest - Off-Street Parking Loans	0	25,000	0	0	(25,000)
255 Principal - Economic Development Loan	280,643	347,800	280,000	300,000	(47,800)
256 Interest - Economic Development Loan	70,039	75,600	75,600	70,000	(5,600)
259 Interest - Community Development Loans	2,033	2,300	2,300	2,000	(300)
260 Principal - Community Development Loans	6,501	16,500	16,500	10,000	(6,500)
<i>TOTAL</i>					
USE OF MONEY TOTAL	5,913,383	4,954,400	11,199,800	11,807,000	6,852,600
USE OF PROPERTY					
<i>Use of Property</i>					
201 Rental of City Property	2,856,496	2,450,000	3,100,000	2,450,000	0
209 Expressway Air Space Leases	11,134	12,100	12,100	12,000	(100)
210 Rental from Inner Harbor Shoreline	737,455	830,000	830,000	830,000	0
214 SW Resource Recovery Facility - Lease	1,760,562	1,901,407	1,901,407	2,054,000	152,593
236 MOCJ Citiwatch-Reimb Housing	75,150	0	0	0	0
240 Harbor Shoreline - Docking Fees	0	50,000	25,000	20,000	(30,000)
241 Rental from Community Centers	73,843	63,100	75,000	80,000	16,900
243 Rentals from Wharfage - Piers and Docks	11,309	15,800	11,000	15,000	(800)
244 Rental of City Poles	881,564	949,700	230,000	225,000	(724,700)

(continued)

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
246 Royal Farm Arena Naming Rights	250,357	250,000	250,000	250,000	0
247 Convention Center	10,030,095	10,550,200	9,850,000	9,800,000	(750,200)
248 Municipal Advertising	40,000	500,000	0	1,000,000	500,000
TOTAL					
USE OF PROPERTY	16,727,965	17,572,307	16,284,507	16,736,000	(836,307)
TOTAL FEDERAL GRANTS					
<i>Federal Grants</i>					
280 Civil Defense	78,987	300,000	230,000	300,000	0
TOTAL					
FEDERAL GRANTS TOTAL	78,987	300,000	230,000	300,000	0
STATE AID					
<i>State Aid</i>					
401 Targeted Aid (Income Tax Disparity)	79,051,790	76,012,567	76,012,567	76,580,000	567,433
403 Teachers Retirement Supplemental Grant	10,047,596	10,048,000	10,048,000	10,048,000	0
415 Local Health Operations	7,156,050	8,366,725	8,366,725	8,593,000	226,275
475 Library Services	8,388,084	6,378,019	6,378,019	6,500,000	121,981
482 War Memorial	0	172,700	172,700	175,000	2,300
TOTAL					
STATE AID	104,643,520	100,978,011	100,978,011	101,896,000	917,989
TOTAL PRIVATE GRANTS					
<i>Private Grants</i>					
590 Interest - Enoch Pratt Endowment	26,600	25,900	25,900	25,000	(900)
592 Voluntary Payment In Lieu of Taxes	100,000	0	0	0	0
TOTAL					
PRIVATE GRANTS	126,600	25,900	25,900	25,000	(900)
TOTAL CHARGES - CURRENT					
SERVICES <i>General Government</i>					
618 Transcriber Service Charges	56,734	43,000	53,900	46,000	3,000
620 RBDL Administration Fee	1,516	5,000	5,875	4,000	(1,000)
621 Bill Drafting Service	24,828	27,300	27,300	25,000	(2,300)
623 Zoning Appeal Fees	92,085	81,300	81,300	80,000	(1,300)
628 Civil Marriage Ceremonies	12,955	13,100	13,100	12,000	(1,100)
632 Lien Reports	1,932,343	2,000,000	1,850,000	1,975,000	(25,000)
633 Election Filing Fees	6,312	5,400	5,000	5,000	(400)
634 Surveys Sales of Maps and Records	13,346	20,200	20,200	17,000	(3,200)
636 3rd Party Disability Recoveries	71,993	50,000	63,000	51,000	1,000
638 Semi - Annual Tax Payment Fee	379,360	120,000	350,000	400,000	280,000
639 Tax Roll Service Charge	38,588	28,700	35,000	34,000	5,300
640 Audit Fees - Comptroller's Office	0	527,200	0	0	(527,200)
648 Sub-division Plat Charges	4,575	15,000	12,000	12,000	(3,000)
649 Vending Machine Commissions	58,046	36,500	50,000	40,000	3,500
651 Reimbursement for Use of City Vehicles	23,762	16,400	22,948	18,000	1,600
654 Charges for Central City Services	14,257,675	14,600,000	14,827,982	15,000,000	400,000
<i>Public Safety and Regulation</i>					
657 Liquor Board Advertising Fees	119,245	100,000	120,000	108,000	8,000
659 Sale of Accident and Incident Reports	398,243	370,000	275,000	384,000	14,000
660 Stadium Security Service Charges	1,555,546	1,739,100	1,500,000	1,800,000	60,900
661 Port Fire Protection (MPA)	1,399,940	1,400,000	1,400,000	1,400,000	0
662 Sheriff - District Court Service	5,279,715	5,405,200	5,300,000	5,400,000	(5,200)
663 False Alarm Fees	201,523	291,800	235,000	200,000	(91,800)

(continued)

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
664 Fire Dept - Sales of Reports	37,817	24,900	24,900	32,000	7,100
665 Fire Ambulance Stadium Service	0	9,300	0	0	(9,300)
666 Child Support Enforcement	0	345,400	345,400	345,000	(400)
669 Federal Marshall Service	30,309	0	0	0	0
<i>Health</i>					
680 Miscellaneous Environmental Fees	24,425	14,400	10,800	19,500	5,100
700 New Health Plan Review	113,855	25,500	150,000	60,000	34,500
701 Hazard Analysis Critical Control Point Plan	2,150	500	1,300	500	0
<i>Highways</i>					
785 Impounding Cars - Storage	5,992,640	4,885,000	4,999,426	5,304,000	419,000
787 Impounding Cars	2,786,766	3,064,600	2,400,000	2,922,000	(142,600)
791 General Revenue Highways	4,989,723	3,672,300	3,300,000	3,961,000	288,700
792 Traffic Engineering	350,438	30,000	130,000	328,000	298,000
<i>Social Services</i>					
706 Sheriff - DHR Service Agreement	206,504	0	0	0	0
<i>Recreation and Culture</i>					
773 Video Rental and Other Charges	7,925	60,000	1,200	105,000	45,000
777 Swimming Pool Passes	169,390	150,000	150,000	150,000	0
<i>Sanitation and Waste Removal</i>					
795 Landfill Disposal Tipping Fees	7,000,037	7,294,300	7,000,000	7,308,000	13,700
796 Board and Commissions Pre-Qualification	166,944	52,500	65,000	167,000	114,500
797 Solid Waste Surcharge	2,536,283	2,704,400	2,774,000	2,595,000	(109,400)
799 Southwest Resource Recovery Facility	1,009,451	867,200	867,200	966,000	98,800
TOTAL					
CHARGES - CURRENT SERVICES	51,352,987	50,095,500	48,466,831	51,274,000	1,178,500
TOTAL OTHER REVENUE					
<i>General Government</i>					
865 Vacant Structure and Boarding Fees	1,869,898	1,500,000	1,900,000	1,900,000	400,000
868 CHAP - Miscellaneous Revenue	29,625	39,800	15,000	33,000	(6,800)
872 Miscellaneous Revenue	(28,082,063)	900,000	900,000	1,575,484	675,484
873 Penalties and Interest Excl Real and Personal	1,150,851	864,000	864,000	1,000,000	136,000
877 Sale of Scrap/Recycled Metal	31,359	19,400	35,000	28,000	8,600
879 Legal Settlement Proceeds	0	0	1,933,000	0	0
880 Innovation Fund Revenue	30,956	0	750	0	0
<i>Public Safety and Regulation</i>					
885 Police - Miscellaneous	13,916	32,500	32,500	27,000	(5,500)
TOTAL					
OTHER REVENUE TOTAL	(24,955,458)	3,355,700	5,680,250	4,563,484	1,207,784
REVENUE TRANSFERS					
<i>Revenue Transfers</i>					
952 From (To) Parking Management Fund	33,562,470	39,670,416	33,493,347	36,795,516	(2,874,900)
957 From (To) Children's Fund	(11,866,000)	(12,386,000)	(12,386,000)	(13,105,000)	(719,000)
TOTAL					
REVENUE TRANSFERS TOTAL	21,696,470	27,284,416	21,107,347	23,690,516	(3,593,900)
SURPLUS					
<i>Surplus</i>					
999 Prior Year Fund Balance	16,100,000	17,800,000	17,800,000	28,000,000	10,200,000
TOTAL					
SURPLUS TOTAL	16,100,000	17,800,000	17,800,000	28,000,000	10,200,000
GRAND TOTAL					
GENERAL FUND TOTAL	1,886,703,608	1,882,800,000	1,938,683,557	1,967,250,000	84,450,000

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Parking Management Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
PARKING MANAGEMENT					
<i>Licenses and Permits</i>					
141 Residential Parking Permits	608,688	560,066	608,000	580,000	19,934
<i>Use of Money and Property</i>					
201 Rental of Property	4,180	4,300	4,560	4,500	200
<i>Charges - Current Services</i>					
759 Temporary Parking Lots	171,842	232,900	190,000	190,000	(42,900)
760 Parking Garages	5,346,311	2,341,800	3,105,000	3,100,000	758,200
866 Booting Fee	665,673	841,100	613,000	615,000	(226,100)
867 ZIPCAR Income	85,862	50,045	70,000	85,000	34,955
872 Miscellaneous Revenue	127,945	120,000	120,000	100,000	(20,000)
<i>TOTAL</i>					
PARKING MANAGEMENT TOTAL	7,010,501	4,150,211	4,710,560	4,674,500	524,289
REVENUE TRANSFERS					
<i>Revenue Transfers</i>					
950 From Parking Enterprise Fund	52,923,480	60,918,361	55,177,556	58,135,438	(2,782,923)
952 To General Fund	(33,562,470)	(39,670,416)	(33,493,347)	(36,795,516)	2,874,900
<i>TOTAL</i>					
REVENUE TRANSFERS TOTAL	19,361,010	21,247,945	21,684,209	21,339,922	91,977
TOTAL					
PARKING MANAGEMENT FUND TOTAL	26,371,511	25,398,156	26,394,769	26,014,422	616,266

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Parking Enterprise Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
PARKING ENTERPRISE					
<i>Taxes - Local</i>					
044 Parking Garages and Lots Tax	31,860,653	31,694,000	31,451,201	31,600,000	(94,000)
<i>Licenses and Permits</i>					
165 Open Air Garage Permits	826,214	767,700	767,700	830,000	62,300
<i>Fines and Forfeits</i>					
181 Parking Fines	13,471,457	14,639,400	12,302,000	13,900,000	(739,400)
182 Penalties on Parking Fines	4,863,312	4,560,000	4,560,000	4,500,000	(60,000)
<i>Use of Money and Property</i>					
579 Garage Income	27,638,690	22,144,800	20,990,000	20,995,000	(1,149,800)
<i>Charges - Current Services</i>					
664 Parking Meters	14,537,289	16,000,000	14,200,000	14,155,000	(1,845,000)
TOTAL					
PARKING ENTERPRISE TOTAL	93,197,615	89,805,900	84,270,901	85,980,000	(3,825,900)
REVENUE TRANSFERS					
<i>Revenue Transfers</i>					
952 To Parking Management Fund	(52,923,480)	(60,918,361)	(55,177,556)	(58,135,438)	2,782,923
953 From (To) Special Fund	(6,372,130)	(6,338,800)	(6,290,240)	(6,320,000)	18,800
TOTAL					
REVENUE TRANSFERS TOTAL	(59,295,610)	(67,257,161)	(61,467,796)	(64,455,438)	2,801,723
TOTAL					
PARKING ENTERPRISE FUND TOTAL	33,902,005	22,548,739	22,803,105	21,524,562	(1,024,177)

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Convention Center Bond Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
CONVENTION CENTER BOND FUND					
<i>Sales and Service Taxes</i>					
052 Hotel Tax	32,985,925	34,926,100	33,545,000	33,662,625	(1,263,475)
<i>TOTAL</i>					
CONVENTION CENTER BOND FUND TOTAL	32,985,925	34,926,100	33,545,000	33,662,625	(1,263,475)
REVENUE TRANSFERS					
<i>Revenue Transfers</i>					
953 Transfer to General Fund	(28,405,837)	(30,363,475)	(28,982,375)	(29,100,000)	1,263,475
<i>TOTAL</i>					
REVENUE TRANSFERS TOTAL	(28,405,837)	(30,363,475)	(28,982,375)	(29,100,000)	1,263,475
TOTAL					
CONVENTION CENTER BOND FUND TOTAL	4,580,088	4,562,625	4,562,625	4,562,625	0

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Water Utility Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
WATER UTILITY					
<i>Use of Money and Property</i>					
851 Water - Rental Real Property	179,992	0	0	0	0
856 Interest Income	6,674	0	1,382,020	3,000,000	3,000,000
<i>Charges - Current Services</i>					
839 Metered Water - Carroll County	739,969	557,880	557,880	893,735	335,855
840 Metered Water - City	113,663,901	100,352,436	100,352,436	100,208,737	(143,699)
841 Metered Water - Baltimore County	64,927,947	60,423,790	60,423,790	63,139,607	2,715,817
842 Metered Water - Anne Arundel County	(147,651)	0	0	(147,652)	(147,652)
843 Metered Water - Howard County	23,595,697	19,994,422	19,994,422	28,498,908	8,504,486
844 Metered Water - Harford County	241,857	194,416	194,416	241,858	47,442
846 Special Water Supply Service	(3,984,150)	0	0	0	0
848 Private Fire Protection Service	1,338,857	765,979	765,979	1,901,300	1,135,321
849 Fire Hydrant Permits	83,242	116,041	116,041	83,243	(32,798)
854 Water Charges to City Agencies	(2,491,219)	4,157,274	4,157,274	10,718,388	6,561,114
857 Reimbursable Billing Costs	0	1,382,020	0	0	(1,382,020)
858 Penalties	3,406,216	3,752,156	3,752,156	3,628,233	(123,923)
<i>Other Revenue</i>					
852 Sundry Water	279,715	0	0	0	0
859 Scrap Meters	10,820	10,275	10,275	10,820	545
<i>Fund Balance</i>					
855 From (To) Fund Balance	0	9,081,000	9,081,000	(223,692)	(9,304,692)
TOTAL					
WATER UTILITY TOTAL	201,851,867	200,787,689	200,787,689	211,953,485	11,165,796
TOTAL					
WATER UTILITY FUND TOTAL	201,851,867	200,787,689	200,787,689	211,953,485	11,165,796

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Wastewater Utility Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
CHARGES - CURRENT SERVICES					
<i>Charges - Current Services</i>					
839 Penalties	(46,241)	2,752,156	2,752,156	5,628,233	2,876,077
<i>TOTAL</i>					
CHARGES - CURRENT SERVICES TOTAL	(46,241)	2,752,156	2,752,156	5,628,233	2,876,077
WASTE WATER UTILITY					
<i>Fines and Forfeits</i>					
838 Non - Compliance Fines	14,750	30,691	30,691	14,750	(15,941)
<i>Use of Money and Property</i>					
835 Interest Income	1,251,378	0	0	3,500,000	3,500,000
<i>Charges - Current Services</i>					
825 Sewerage Charges - City	200,046,842	177,017,491	177,017,491	197,278,723	20,261,232
826 Sewerage Charges - Counties	63,361,160	75,353,696	75,353,696	84,500,527	9,146,831
831 Sewerage Charges - City Agencies	0	5,488,295	5,488,295	6,703,687	1,215,392
832 Industrial Waste Surcharge - City	5,851,673	2,984,737	2,984,737	5,851,674	2,866,937
833 Industrial Waste Surcharge - Counties	0	2,335,655	2,335,655	2,115,000	(220,655)
837 Pretreatment Permits	374,274	319,859	319,859	374,274	54,415
<i>Other Revenue</i>					
830 Sanitation and Waste Removal - General	1,449,225	2,984,737	2,984,737	1,448,941	(1,535,796)
836 Reimbursable Billing Costs	(6,727,688)	0	0	0	0
<i>Fund Balance</i>					
834 From (To) Fund Balance	0	8,078,000	8,078,000	(13,671,694)	(21,749,694)
<i>TOTAL</i>					
WASTEWATER UTILITY TOTAL	265,621,614	274,593,161	274,593,161	288,115,882	13,522,721
TOTAL					
WASTEWATER UTILITY FUND TOTAL	265,575,373	277,345,317	277,345,317	293,744,115	16,398,798

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Stormwater Utility Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
FINES AND FORFEITS					
<i>Fines and Forfeits</i>					
189 Sediment and Erosion Control Penalties	800	0	0	0	0
TOTAL					
FINES AND FORFEITS TOTAL	800	0	0	0	0
CHARGES - CURRENT SERVICES					
<i>Charges - Current Services</i>					
790 Stormwater Management Fee	96,540	0	0	0	0
791 Sediment and Erosion Control Fee	102,264	0	0	0	0
825 Stormwater Fee	29,499,905	29,309,000	29,309,000	30,125,359	816,359
835 Interest Income	438,405	0	0	300,000	300,000
845 Penalties	89,699	0	0	0	0
TOTAL					
CHARGES - CURRENT SERVICES TOTAL	30,226,813	29,309,000	29,309,000	30,425,359	1,116,359
REVENUE TRANSFERS					
<i>Revenue Transfers</i>					
900 Transfer from (to) Fund Balance	0	5,998,092	5,998,092	(1,004,994)	(7,003,086)
TOTAL					
REVENUE TRANSFERS TOTAL	0	5,998,092	5,998,092	(1,004,994)	(7,003,086)
TOTAL					
STORMWATER UTILITY FUND TOTAL	30,227,613	35,307,092	35,307,092	29,420,365	(5,886,727)

Fiscal 2020

Revenue Estimates: Funds Detail for Operating and Capital

Conduit Enterprise Fund

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2019 Projection	Fiscal 2020 Estimate	Budget Change
USE OF PROPERTY					
<i>Use of Property</i>					
249 Conduit Rental	28,551,174	31,968,849	31,968,849	35,308,498	3,339,649
<i>TOTAL</i>					
USE OF PROPERTY TOTAL	28,551,174	31,968,849	31,968,849	35,308,498	3,339,649
TOTAL					
CONDUIT ENTERPRISE FUND TOTAL	28,551,174	31,968,849	31,968,849	35,308,498	3,339,649

Fiscal 2020

Revenue Estimates: Funds Detail for Operating

Federal Funds

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
Accountability and Transparency			
110 Circuit Court	2,167,639	2,018,946	(148,693)
125 Executive Direction and Control - Mayoralty	314,536	309,723	(4,813)
OUTCOME TOTAL	2,482,175	2,328,669	(153,506)
Public Safety			
115 Prosecution of Criminals	1,227,591	1,378,020	150,429
307 Substance Use Disorder and Mental Health	1,340,936	1,359,060	18,124
315 Emergency Services - Health	923,456	741,815	(181,641)
600 Administration - Fire	1,568,259	1,604,329	36,070
602 Fire Suppression and Emergency Rescue	2,977,339	4,607,990	1,630,651
608 Emergency Management	313,652	320,866	7,214
617 Criminal Justice Coordination	828,062	1,834,722	1,006,660
618 Neighborhood Safety and Engagement	356,629	1,974,323	1,617,694
621 Administration and Information Technology	500,000	0	(500,000)
622 Police Patrol	300,000	300,000	0
623 Crime Investigation	270,000	390,000	120,000
624 Target Violent Criminals	81,619	0	(81,619)
626 Operational and Analytical Intelligence	1,250,234	1,366,762	116,528
635 Recruitment and Training	20,000	20,000	0
637 Special Operations - K-9 and Mounted Unit	5,000	5,000	0
638 Marine Unit	0	300,000	300,000
642 Crime Laboratory and Evidence Control	864,425	561,144	(303,281)
697 Traffic Safety	1,027,526	510,891	(516,635)
758 Coordination of Public Safety Strategy - Administration	900,000	0	(900,000)
786 Victim and Witness Services	1,840,057	1,983,044	142,987
796 Workforce Services for Ex-Offenders	500,000	557,000	57,000
OUTCOME TOTAL	17,094,785	19,814,966	2,720,181
Quality of Life			
303 Clinical Services	1,995,673	1,650,197	(345,476)
305 Healthy Homes	1,405,634	1,288,423	(117,211)
311 Health Services for Seniors	3,349,744	0	(3,349,744)
356 Administration - Human Services	2,745,693	2,920,088	174,395
593 Community Support Projects	8,777,569	9,677,581	900,012
611 Fire Code Enforcement	164,226	168,003	3,777
613 Fire Facilities Maintenance and Replacement	3,310,543	3,142,168	(168,375)
661 Public Right-of-Way Cleaning	0	2,000,000	2,000,000

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
662 Vacant/Abandoned Property Cleaning and Boarding	1,200,000	1,100,000	(100,000)
671 Water Management	0	200,000	200,000
674 Surface Water Management	100,000	100,000	0
681 Administration - DOT	544,077	550,000	5,923
690 Sustainable Transportation	104,551	0	(104,551)
715 Administration - Health	5,483,826	5,497,264	13,438
718 Chronic Disease Prevention	44,506	45,024	518
720 HIV Treatment Services for the Uninsured	29,192,863	28,784,739	(408,124)
721 Senior Centers	1,862,508	1,702,320	(160,188)
722 Administration - CARE	205,670	236,795	31,125
723 Advocacy for Seniors	140,309	71,313	(68,996)
724 Direct Care and Support Planning	139,898	0	(139,898)
725 Community Services for Seniors	2,620,608	3,654,719	1,034,111
731 Facilities Management	1,000,000	1,000,000	0
737 Administration - HCD	1,492,687	1,615,878	123,191
742 Promote Homeownership	135,175	141,007	5,832
745 Housing Code Enforcement	360,000	360,000	0
748 Affordable Housing	600,413	743,856	143,443
750 Housing Rehabilitation Services	3,301,414	3,746,375	444,961
762 Historic Preservation	150,000	100,000	(50,000)
763 Comprehensive Planning and Resource Management	220,000	150,000	(70,000)
765 Planning for a Sustainable Baltimore	480,000	535,120	55,120
893 Homeless Prevention and Support Services for the Homeless	607,459	621,431	13,972
894 Outreach to the Homeless	2,602,707	2,662,571	59,864
895 Temporary Housing for the Homeless	179,383	183,509	4,126
896 Permanent Housing for the Homeless	27,559,290	29,781,059	2,221,769
OUTCOME TOTAL	102,076,426	104,429,440	2,353,014
Education			
308 Maternal and Child Health	18,322,897	20,087,746	1,764,849
310 School Health Services	34,354	40,143	5,789
316 Youth Violence Prevention	2,381,844	1,075,265	(1,306,579)
446 Educational Grants	600,000	300,000	(300,000)
605 Head Start	7,597,054	7,758,044	160,990
648 Community Recreation Centers	351,276	359,355	8,079
740 Dawson Center	394,299	389,756	(4,543)
788 Information Services	100,000	0	(100,000)
797 Workforce Services for Out of School Youth-Youth Opportunity	652,312	979,477	327,165
798 Youth Works Summer Job Program	2,000,000	1,970,889	(29,111)
800 Workforce Services for WIOA Funded Youth	2,412,549	2,627,565	215,016
OUTCOME TOTAL	34,846,585	35,588,240	741,655

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
Economic Development and Jobs			
634 Crowd, Traffic, and Special Events Management	90,000	55,000	(35,000)
741 Community Action Partnership	1,028,274	1,026,041	(2,233)
792 Workforce Services for TANF Recipients	3,527,056	3,020,748	(506,308)
794 Administration - MOED	0	75,745	75,745
795 Workforce Services for Baltimore Residents	4,722,003	5,079,552	357,549
846 Discrimination Investigations, Resolutions and Conciliations	42,657	0	(42,657)
OUTCOME TOTAL	9,409,990	9,257,086	(152,904)
FEDERAL FUNDS TOTAL	165,909,961	171,418,401	5,508,440

Fiscal 2020

Revenue Estimates: Funds Detail for Operating

State Funds

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
Accountability and Transparency			
110 Circuit Court	5,589,671	5,640,399	50,728
125 Executive Direction and Control - Mayoralty	401,299	410,529	9,230
OUTCOME TOTAL	5,990,970	6,050,928	59,958
Public Safety			
115 Prosecution of Criminals	5,555,632	6,053,376	497,744
307 Substance Use Disorder and Mental Health	1,775,535	1,642,214	(133,321)
315 Emergency Services - Health	8,182,545	8,350,902	168,357
600 Administration - Fire	365,927	374,343	8,416
602 Fire Suppression and Emergency Rescue	1,452,599	1,485,078	32,479
608 Emergency Management	0	600,000	600,000
609 Emergency Medical Services	1,185,859	1,339,247	153,388
614 Fire Communications and Dispatch	0	3,000	3,000
617 Criminal Justice Coordination	173,744	1,000,000	826,256
618 Neighborhood Safety and Engagement	3,600,000	3,600,000	0
621 Administration and Information Technology	1,100,000	12,862,251	11,762,251
622 Police Patrol	4,220,020	4,427,178	207,158
623 Crime Investigation	488,000	554,515	66,515
624 Target Violent Criminals	3,092,569	3,659,354	566,785
626 Operational and Analytical Intelligence	0	1,360,000	1,360,000
637 Special Operations - K-9 and Mounted Unit	143,179	149,620	6,441
758 Coordination of Public Safety Strategy - Administration	577,000	45,000	(532,000)
786 Victim and Witness Services	52,274	53,577	1,303
796 Workforce Services for Ex-Offenders	751,525	994,450	242,925
OUTCOME TOTAL	32,716,408	48,554,105	15,837,697
Quality of Life			
117 Adjudication of Environmental Citations	0	250,000	250,000
303 Clinical Services	917,507	942,419	24,912
305 Healthy Homes	219,170	378,541	159,371
356 Administration - Human Services	215,344	220,297	4,953
593 Community Support Projects	300,000	307,000	7,000
611 Fire Code Enforcement	177,736	181,824	4,088
613 Fire Facilities Maintenance and Replacement	1,400,097	1,356,163	(43,934)
646 Park Maintenance	2,224,431	3,330,031	1,105,600
673 Wastewater Management	319,925	319,925	0
674 Surface Water Management	300,000	300,000	0
683 Street Management	891,951	0	(891,951)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
690 Sustainable Transportation	3,278,385	3,155,818	(122,567)
715 Administration - Health	2,087,745	2,135,763	48,018
718 Chronic Disease Prevention	584,277	496,190	(88,087)
720 HIV Treatment Services for the Uninsured	11,762,304	20,668,526	8,906,222
721 Senior Centers	131,311	336,204	204,893
723 Advocacy for Seniors	1,658,730	350,089	(1,308,641)
724 Direct Care and Support Planning	2,094,795	2,595,742	500,947
725 Community Services for Seniors	1,001,952	979,425	(22,527)
730 Public and Private Energy Performance	12,004,540	3,500,000	(8,504,540)
731 Facilities Management	1,000,000	1,000,000	0
738 Weatherization Services	3,200,553	4,898,724	1,698,171
750 Housing Rehabilitation Services	433,405	550,000	116,595
754 Summer Food Service Program	3,509,740	3,604,658	94,918
762 Historic Preservation	150,000	100,000	(50,000)
763 Comprehensive Planning and Resource Management	150,000	150,000	0
765 Planning for a Sustainable Baltimore	297,500	510,500	213,000
768 Administration - Planning	0	250,000	250,000
893 Homeless Prevention and Support Services for the Homeless	504,790	516,400	11,610
894 Outreach to the Homeless	289,909	296,578	6,669
895 Temporary Housing for the Homeless	1,901,572	1,945,310	43,738
896 Permanent Housing for the Homeless	26,388	26,995	607
OUTCOME TOTAL	53,034,057	55,653,122	2,619,065
Education			
308 Maternal and Child Health	1,813,362	1,725,863	(87,499)
310 School Health Services	497,741	507,009	9,268
316 Youth Violence Prevention	66,505	655,815	589,310
605 Head Start	132,984	136,043	3,059
644 Administration - Rec and Parks	143,481	242,379	98,898
788 Information Services	13,866,061	14,159,535	293,474
791 BCPS Alternative Options Academy for Youth	211,141	204,676	(6,465)
797 Workforce Services for Out of School Youth-Youth Opportunity	100,000	100,000	0
798 Youth Works Summer Job Program	1,603,355	3,478,473	1,875,118
OUTCOME TOTAL	18,434,630	21,209,793	2,775,163
Economic Development and Jobs			
741 Community Action Partnership	5,386,678	6,843,954	1,457,276
792 Workforce Services for TANF Recipients	100,000	100,000	0
795 Workforce Services for Baltimore Residents	300,000	100,000	(200,000)
855 Convention Center	5,325,492	6,136,377	810,885
OUTCOME TOTAL	11,112,170	13,180,331	2,068,161
STATE FUNDS TOTAL	121,288,235	144,648,279	23,360,044

Fiscal 2020

Revenue Estimates: Funds Detail for Operating

Special Funds

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
Accountability and Transparency			
110 Circuit Court	237,586	212,362	(25,224)
125 Executive Direction and Control - Mayoralty	1,452,636	1,233,483	(219,153)
152 Employees' Retirement System - Administration	5,355,585	5,343,379	(12,206)
154 Fire and Police Retirement System - Administration	5,366,914	5,489,267	122,353
155 Retirement Savings Plan	868,069	878,657	10,588
700 Surplus Property Disposal	121,503	122,213	710
876 Media Production	980,803	980,803	0
OUTCOME TOTAL	14,383,096	14,260,164	(122,932)
Public Safety			
115 Prosecution of Criminals	457,070	313,959	(143,111)
315 Emergency Services - Health	334,811	532,879	198,068
609 Emergency Medical Services	19,850,000	19,982,716	132,716
614 Fire Communications and Dispatch	4,580,901	7,394,643	2,813,742
618 Neighborhood Safety and Engagement	200,000	1,087,000	887,000
621 Administration and Information Technology	1,900,000	500,000	(1,400,000)
622 Police Patrol	1,255,000	1,305,000	50,000
624 Target Violent Criminals	2,214,520	2,264,281	49,761
684 Traffic Management	652,949	667,967	15,018
757 CitiWatch	6,315,000	130,000	(6,185,000)
758 Coordination of Public Safety Strategy - Administration	1,500,000	0	(1,500,000)
882 Deputy Sheriff Enforcement	0	235,290	235,290
OUTCOME TOTAL	39,260,251	34,413,735	(4,846,516)
Quality of Life			
117 Adjudication of Environmental Citations	133,000	0	(133,000)
303 Clinical Services	109,219	104,681	(4,538)
305 Healthy Homes	312,176	316,715	4,539
311 Health Services for Seniors	0	4,993,373	4,993,373
356 Administration - Human Services	839,698	1,243,394	403,696
613 Fire Facilities Maintenance and Replacement	271,936	278,191	6,255
646 Park Maintenance	1,750,000	1,986,800	236,800
650 Horticulture	606,429	578,843	(27,586)
651 Recreation for Seniors	36,828	37,675	847
653 Park Programs & Events	1,368,620	1,244,801	(123,819)
661 Public Right-of-Way Cleaning	400,000	1,700,000	1,300,000
663 Waste Removal and Recycling	0	200,000	200,000

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	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
683 Street Management	153,450	0	(153,450)
690 Sustainable Transportation	9,388,863	6,607,986	(2,780,877)
715 Administration - Health	1,783,017	1,690,657	(92,360)
717 Environmental Inspection Services	32,143	32,882	739
718 Chronic Disease Prevention	124,500	155,690	31,190
721 Senior Centers	58,422	113,881	55,459
723 Advocacy for Seniors	209,284	316,426	107,142
724 Direct Care and Support Planning	73,656	37,000	(36,656)
725 Community Services for Seniors	338,031	0	(338,031)
730 Public and Private Energy Performance	500,000	500,000	0
731 Facilities Management	0	100,000	100,000
737 Administration - HCD	0	200,000	200,000
738 Weatherization Services	60,000	60,000	0
742 Promote Homeownership	140,000	0	(140,000)
745 Housing Code Enforcement	50,000	50,000	0
748 Affordable Housing	0	17,000,000	17,000,000
762 Historic Preservation	75,000	50,000	(25,000)
763 Comprehensive Planning and Resource Management	1,554,500	1,227,788	(326,712)
765 Planning for a Sustainable Baltimore	2,675,000	333,000	(2,342,000)
896 Permanent Housing for the Homeless	231,534	96,342	(135,192)
OUTCOME TOTAL	23,275,306	41,256,125	17,980,819
Other			
123 General Debt Service	16,490,150	16,700,000	209,850
OUTCOME TOTAL	16,490,150	16,700,000	209,850
Education			
308 Maternal and Child Health	2,106,477	1,999,073	(107,404)
310 School Health Services	702,162	1,222,222	520,060
446 Educational Grants	12,386,000	12,950,157	564,157
605 Head Start	100,000	150,000	50,000
645 Aquatics	900,000	900,000	0
647 Youth and Adult Sports	171,916	175,995	4,079
648 Community Recreation Centers	1,890,840	1,871,546	(19,294)
649 Special Facilities Management - Recreation	2,338,721	2,982,928	644,207
788 Information Services	873,238	853,182	(20,056)
797 Workforce Services for Out of School Youth-Youth Opportunity	170,000	165,000	(5,000)
798 Youth Works Summer Job Program	1,200,000	1,690,000	490,000
OUTCOME TOTAL	22,839,354	24,960,103	2,120,749
Economic Development and Jobs			
693 Parking Enforcement	25,000	10,000	(15,000)
695 Dock Master	247,434	148,134	(99,300)
741 Community Action Partnership	1,360	0	(1,360)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Budget Change
793 Employment Enhancement Services for Baltimore City Residents	537,864	580,000	42,136
794 Administration - MOED	0	250,623	250,623
795 Workforce Services for Baltimore Residents	200,000	214,968	14,968
809 Retention, Expansion, and Attraction of Businesses	106,433	165,769	59,336
810 Real Estate Development	106,433	165,769	59,336
814 Improve and Promote Retail Districts Beyond Downtown	106,433	0	(106,433)
824 Events, Art, Culture, and Film	0	40,000	40,000
846 Discrimination Investigations, Resolutions and Concilations	10,664	168,638	157,974
OUTCOME TOTAL	1,341,621	1,743,901	402,280
SPECIAL FUNDS TOTAL	117,589,778	133,334,028	15,744,250

FISCAL 2020

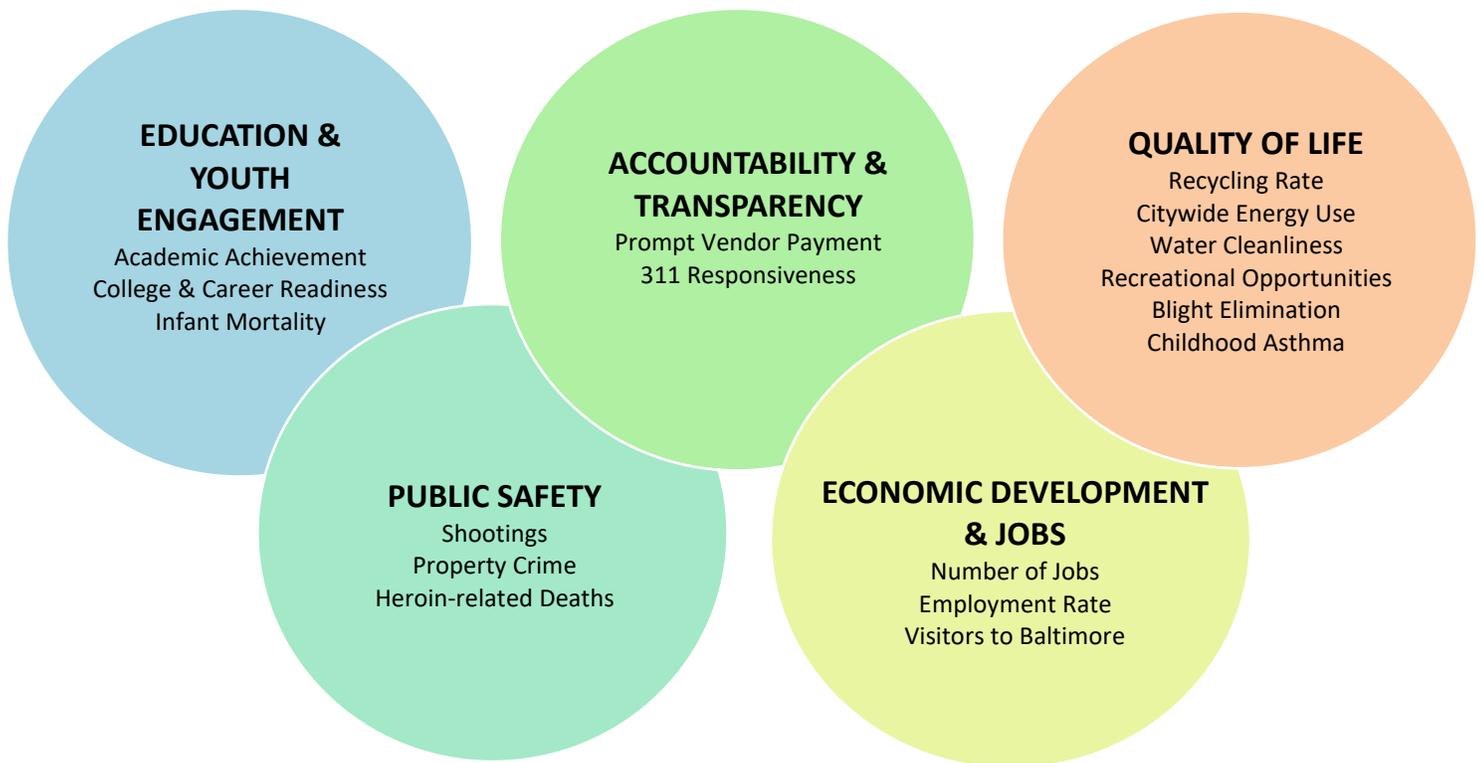
EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Summary of Operating Budget Recommendations

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Baltimore’s Priority Outcomes guided the development of the Fiscal 2020 budget. The diagram below shows the population-level indicators under each Outcome that are used to monitor progress on achieving strategic outcomes for the City. The indicators draw from a variety of data sources to capture citywide trends. The indicators are subject to review each year.

Baltimore's Priority Outcomes



Budget summaries for each of the Outcomes in the next section highlight how Fiscal 2020 budget investments prioritize services that are high-performing and closely aligned with the City’s strategic goals.

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Education & Youth Engagement

Key results funded in the Fiscal 2020 Recommended Budget:

- The Health Department’s B’more for Healthy Babies Program aims for the percent of babies with low birth weight to drop to 11.1% citywide, compared to 12.4% in 2017.
- The Enoch Pratt Free Library will target 37,000 participants in the Summer Learning Program, 50,000 in the School Readiness Program, and 6,500 in computer training classes at branch technology labs.
- Head Start has set a target of 90% of 3 year olds scoring “ready” in each school readiness domain, an increase from 87% in 2018.
- Family League expects to serve 25,500 youth in Community Schools and community-based Out of School Time programs and aims for 90% of Out of School Time participants not being chronically absent from school.
- The Department of Recreation and Parks expects 4,000 youth aged 5-13 to enroll in summer recreation programs, an increase from 2,805 in 2018.
- MOED has a goal to place 9,000 children in YouthWorks summer jobs through a combination of public and private funding. The program has set a target of 92% of employers being willing to recommend YouthWorks to other organizations seeking entry-level employees.

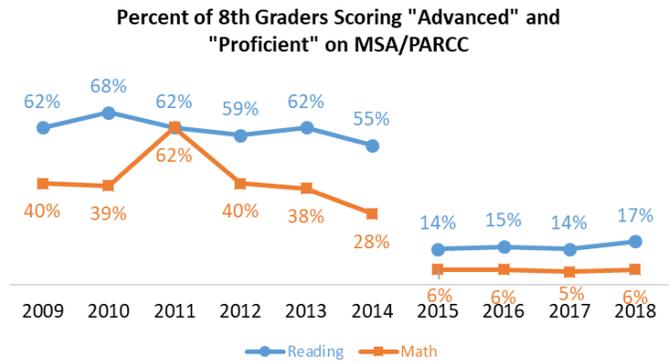
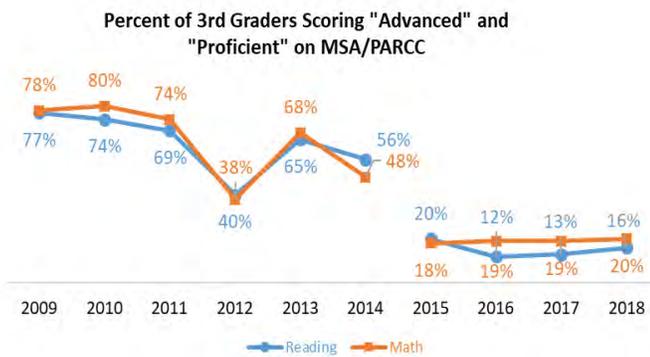
Key budget decisions in Education & Youth Engagement:

- The City is providing \$99.2 million of bridge funding to City Schools over three years (Fiscal 2018 – Fiscal 2020) to help make up for lost State formula aid and growing costs. This includes \$38.5 million in Fiscal 2020.
- The Children and Youth Fund will dedicate \$13.0 million in funding for new or enhanced youth programs.
- The recommended budget includes \$1.1 million to support the Mayor’s Scholars Program, providing last-dollar scholarships to Baltimore City Community College for recent high school graduates that reside in Baltimore City with a goal of enrolling 500 students in the second year of the program, which began in Fiscal 2019.
- Per the 21st Century Schools Program, 26 schools in poor repair are being closed and turned over to the City. The City has taken ownership of 9 schools to date and is responsible for costs associated with the upkeep, utilities, and security of the buildings. Some surplus schools have temporary uses, others can be put to community reuse, and some buildings not suitable for reuse will be demolished.
- The General Fund maintains funding of \$6.6 million for Family League’s community school and out of school time programming; \$300,000 in Community Development Block Grant (CDBG) funding will support youth programs and \$2.5 million in General Fund support is recommended for expanded Family League youth programs.

Fiscal 2020 Recommendation Overview

Fund Name	Fiscal 2019 Adopted	Fiscal 2020 Recommended	Change from 2019	% Change from 2019
General	362,143,721	363,923,265	1,779,544	0.5%
Federal	34,846,585	35,588,240	741,655	2.1%
State	18,434,630	21,209,793	2,775,163	15%
Special	22,839,354	24,960,103	2,120,749	9.3%
Total	438,264,290	445,681,401	7,417,111	1.7%

Indicator: Academic Achievement



Source: Maryland Report Card

In 2015, Maryland replaced the Maryland School Assessments (MSA) with the new Partnership for Assessment of Readiness for College and Careers (PARCC). The PARCC is aligned to new standards based on the Common Core standards.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Quality instruction: Common Core, principal leadership, systematic instruction, phonics, tutoring Literacy-rich environments: access to books and extended learning opportunities Improving school climate Campaign for Grade Level Reading / B'More Read More 	<ul style="list-style-type: none"> Low student attendance rates and high chronic absenteeism Principal and teacher turnover rates Summer learning loss Low maternal education Lack of concentrated literacy focus between 3rd and 8th grades Behavioral health challenges

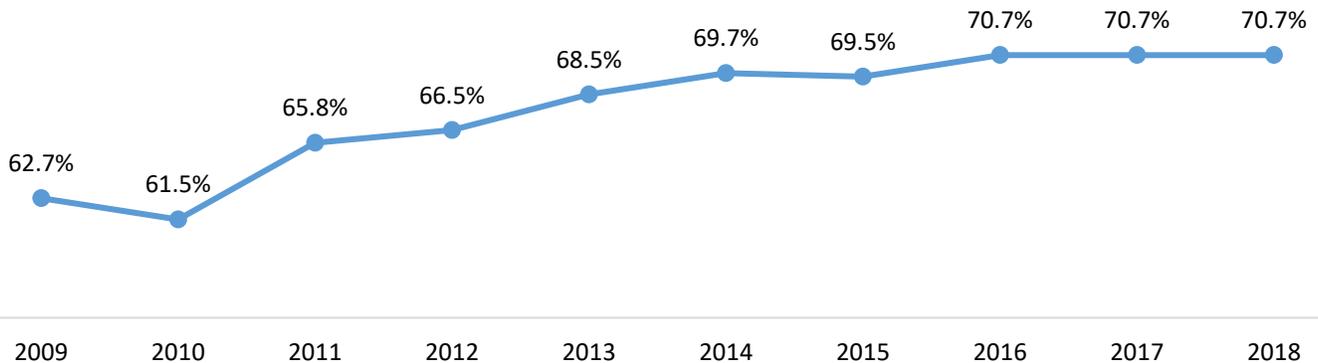
The Fiscal 2020 recommended budget invests in services and programs that will support the Academic Achievement indicator:

Total City support for City Schools in Fiscal 2020 is expected to be \$375.6 million, which includes \$275.1 million in Maintenance of Effort funding. Funding City Schools at \$38.5 million above the Fiscal 2017 level will help bridge City School's budget gap caused by decreased State Aid revenue and increasing costs. The City will provide an estimated \$16.7 million for the 21st Century School Modernization Plan, including beverage tax and casino revenue; the City will leverage an additional \$5.5 million in State Aid towards the City's funding obligation for 21st Century Schools per the terms of the program agreement. In addition, the Fiscal 2019 Capital Improvement Program provides \$19 million in General Obligation Bond funding to City Schools for school facility improvements. The Kirwan Commission has recommended significantly increasing the State's investment in schools; it supports a \$1.1 billion down payment on this investment in Fiscal 2020 and Fiscal 2021 in advance of final formula recommendations next year.

Supporting the Enoch Pratt Free Library with a \$26.2 million General Fund appropriation will support 1.85 million visits to the Library, 55,900 School Readiness program participants, and 36,600 Summer Learning participants.

Indicator: College & Career Readiness

**Baltimore City Public Schools
4-year Adjusted Cohort Graduation Rate**



Source: Maryland Report Card

This indicator is currently measuring the four-year adjusted cohort graduation rate for Baltimore City Public Schools. The goal is to use a new metric that will be developed by City Schools to measure the career-college readiness of the city’s high school students across: cohort graduation rate, career-college preparation, and SAT/ACT participation. Additionally, a measure of the career readiness of youth who are pursuing non-traditional paths, such as those who have dropped out of school and have been re-engaged in alternative education and/or career programs, will be included.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • High enrollment in Career Technology Education courses • Pathways programs that merge coursework with work experience • Availability of out-of-school programs: YO Centers, Year Up, Civic Works, Living Classrooms, Housing Authority, etc. • Availability of Advanced Placement and International Baccalaureate courses • Increased awareness of parental roles • Awareness of community-based partners 	<ul style="list-style-type: none"> • Student absenteeism • Changing priorities as students enter high school (e.g. parenting, jobs) and school hours that don’t support these students • High student mobility rate • High youth unemployment • Most students enrolled in Career Technology Education courses not on track to earn credential

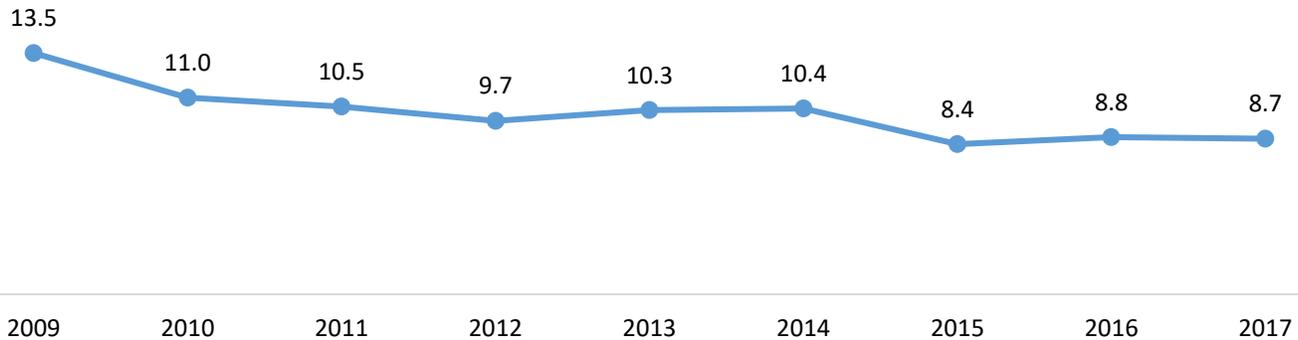
The Fiscal 2020 recommended budget invests in services and programs that will support the College and Career Readiness indicator:

Including funding of \$1.1 million in the Mayor’s Scholars Program, which will provide last-dollar scholarships to Baltimore City Community College for recent high school graduates that live in Baltimore City.

Recommended General Fund support of \$3.1 million for Workforce Services for Out of School Youth, which in Fiscal 2018, provided 913 youth with educational, vocational, and personal services at two centers. Services offered include community-based educational services and GED preparation, towards the goal of college and career readiness. YO! Centers serve as a safety net for students who leave school without earning their high school diploma.

Indicator: Infant Mortality

**# of Deaths of Children Less than One Year of Age
Per 1,000 Live Births in Baltimore City**



Source: Maryland Vital Statistics

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Multi-agency and multi-government collaboration, such as the B'more for Healthy Babies Initiative • Population-level behavioral changes • Community-based initiatives • Improvements in access and quality of care 	<ul style="list-style-type: none"> • Complex needs of families most at risk (mental health, substance abuse, unsafe homes, job loss) • Paper-based prenatal risk assessment causing delays in care • High mobility rates and lack of safe, stable housing among high-risk pregnant women • Lack of knowledge regarding dangers of co-sleeping • Limited messages to impoverished families about infant death risks

The Fiscal 2020 recommended budget invests in services and programs that will support the Infant Mortality indicator:

Maintaining General Fund support of \$3.1 million for the programs delivered by Maternal and Child Health and Family League will support home visiting services for at-risk expectant mothers. These home visiting programs work to reduce risk factors such as personal and second-hand tobacco and nicotine use, substance use, high levels of stress, pre-term labor, and chronic health conditions such as hypertension and diabetes. Maternal and Child Health plans to serve 138 families receiving case management services by professional home visitors in Fiscal 2020, and Family League will serve 440 families.

Providing General Fund support of \$0.9 million for Baltimore City Health Department (BCHD) services to prevent exposure to lead and other health hazards, such as asthma triggers, for Baltimore families. One of the main drivers in reducing lead exposure for children with elevated blood lead levels is being able to quickly conduct a home inspection to assess environmental contributors. Through the Healthy Homes service, BCHD conducts health and safety risk inspections of all homes served by the lead and asthma programs. BCHD also conducts environmental home inspections, provides medical case management, refers families for lead abatement programs, and prosecutes non-compliant property owners for households served by the lead abatement programs. Healthy Homes plans to conduct 500 health and safety risk home inspections in Fiscal 2020 for households that are part of the lead and asthma programs.

Special Exhibit: Funding for Education & Youth

Baltimore City Public Schools

Public schools in Maryland are funded by both local governments and the State. By design, State Aid to public schools is distributed inversely to local wealth, whereby the less affluent school districts receive more State Aid. Wealth is measured in terms of county property values and personal income; by both measures, Baltimore is at or near the bottom among Maryland jurisdictions. Since Baltimore City is one of the poorest jurisdictions in Maryland, City Schools currently receives 70% of its funding from the State. Other low wealth jurisdictions that contribute less than a quarter of their share of education funding include Allegany, Caroline, Somerset, and Wicomico Counties.

Fiscal 2020 is the third and final year of the City's three-year, \$99.2 million bridge funding plan to help City Schools address the district's budget shortfall. This includes \$25.4 million in Fiscal 2018, \$35.3 million in Fiscal 2019, and \$38.5 million in Fiscal 2020 over the Fiscal 2017 direct support funding level of \$265,412,181. In Fiscal 2020, this bridge funding includes a \$9.7 million Maintenance of Effort increase, \$3.3 million in additional bridge funding, \$12.4 million in school health services, and \$13.1 million in support of risk management costs.

The Commission on Innovation and Excellence in Education, more commonly referred to as the "Kirwan Commission," was created by legislation in 2016 to generate recommendations to improve education across Maryland through funding, policies, and resources. One main goal for the Commission was to establish a new funding formula for school funding across Maryland. The Commission was expected to complete its work in January 2019, with legislation to implement the recommendations introduced during the Maryland General Assembly 2019 session. However, in December 2018, the Commission was asked to continue its work through Fall 2019.

In April 2019, the Maryland General Assembly approved \$355 million in additional support for public schools in both Fiscal 2020 and Fiscal 2021 based on preliminary recommendations of the Kirwan Commission. The General Assembly also called for \$370 million in Fiscal 2022 and \$130 million in additional funding if there are State revenue increases. Revisions to funding formulas, which determine a local jurisdiction's share of the cost, were not considered by the General Assembly this year, but are expected to be considered during next year's session in 2020.

Category of Expense	Fiscal 2018 Adjusted	Fiscal 2019 Adopted	Fiscal 2020 Preliminary
Direct Payment by the City to City Schools			
<i>Maintenance of Effort</i>			
Base Maintenance of Effort (MOE)	217,706,071	227,706,071	227,426,818
Retiree Health Benefits	29,805,357	29,805,357	29,805,357
Teacher Pension	17,900,753	17,900,753	17,900,753
Maintenance of Effort (MOE):	265,412,181	275,412,181	275,132,928
<i>Other Direct Payments</i>			
Additional City Funding for Schools	13,000,000	3,000,000	3,279,253
Subtotal: Direct Support	278,412,181	278,412,181	278,412,181
Costs of the City in Support of City Schools			
Health/School Nurse Program (General Fund portion)	14,752,464	14,959,421	14,983,639
School Crossing Guards	5,699,122	5,194,366	5,336,637
Risk Management for Schools	0	9,900,000	13,100,000
Subtotal: In Support of Schools	20,451,586	30,053,787	33,420,276
Capital - City Support of City Schools			
Debt Service/COPs for Schools	18,663,223	19,125,424	20,116,409
GO Bond support for School Construction Projects	17,000,000	17,000,000	19,000,000
PAYGO support for School Construction Projects	0	2,000,000	0
Subtotal: Capital Support	35,663,223	38,125,424	39,116,409
Capital – City Support for 21st Century School Buildings Program			
Beverage Tax Contribution - School Construction	12,000,000	12,400,000	12,600,000
Casino Lease Contribution - School Construction	1,250,000	1,350,000	1,400,000
Table Games Aid - School Construction	3,600,000	2,740,150	2,700,000
Subtotal: 21st Century Schools Support	16,850,000	16,490,150	16,700,000
Other Support for City Schools – Guaranteed Tax Base \$ (GTB)			
GTB Leveraged from Retiree Health Benefits Contribution	7,056,742	6,145,431	5,518,519
GTB Leveraged from Additional Direct Payments	2,462,848	2,680,486	2,406,810
Subtotal: GTB Support	9,519,590	8,825,917	7,925,329
Total City Support for Baltimore City Public Schools	360,896,580	371,907,459	375,574,195

Children and Youth Fund

In November 2016, Baltimore City voters approved a charter amendment establishing the Children and Youth Fund. The Fund is a continuing, non-lapsing fund, investing in community-based initiatives that will help improve outcomes for Baltimore City children and youth. There is a mandatory annual appropriation to the Fund, and any unspent funds remain in the Fund. The annual appropriation to the Fund is to be equal to at least \$0.03 on every \$100 of assessed or assessable value of all property in the City of Baltimore, as reported by SDAT in November each year. Grants and donations may also be made into the Fund. In Fiscal 2020, the appropriation is \$13.0 million.

The Children and Youth Fund Task Force formed in 2017 to make recommendations on the Fund's governance and operations. Their recommendations stressed the importance of racial equity and community empowerment, as well as the need for a new grant-making model in Baltimore capable of distributing taxpayer-backed grants to support programs and services that are helping children and youth thrive. In 2018, the first grant cycle was completed under a community-participatory approach to grant making, which included community design sessions, applicant support sessions, and a community-led grant review process. Of the 487 applications received, 84 applicants were awarded a total of \$10.8 million. During this process, Associated Black Charities served as the interim fiscal agent for the Fund. In 2019, the Fund plans to establish a permanent fiscal agent. The Fund will complete a second grant cycle in 2019.

Operating Budget Recommendation by Priority Outcome: Education & Youth Engagement

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Courts: Orphans' Court			
<i>817 Orphans' Court</i>			
General	565,314	607,554	42,240
Enoch Pratt Free Library			
<i>788 Information Services</i>			
Service Total	40,551,621	41,191,711	640,090
General	25,712,322	26,178,994	466,672
Federal	100,000	0	(100,000)
State	13,866,061	14,159,535	293,474
Special	873,238	853,182	(20,056)
Health			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	150,397,070	160,592,591	10,195,521
<i>308 Maternal and Child Health</i>			
Service Total	24,159,372	25,867,390	1,708,018
General	1,916,636	2,054,708	138,072
Federal	18,322,897	20,087,746	1,764,849
State	1,813,362	1,725,863	(87,499)
Special	2,106,477	1,999,073	(107,404)
<i>310 School Health Services</i>			
Service Total	16,193,678	16,753,013	559,335
General	14,959,421	14,983,639	24,218
Federal	34,354	40,143	5,789
State	497,741	507,009	9,268
Special	702,162	1,222,222	520,060
<i>316 Youth Violence Prevention</i>			
Service Total	3,144,270	2,478,186	(666,084)
General	695,921	747,106	51,185
Federal	2,381,844	1,075,265	(1,306,579)
State	66,505	655,815	589,310
Housing and Community Development			
<i>ALL SERVICES TOTAL</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
ALL SERVICES TOTAL	61,594,576	84,213,358	22,618,782
<i>604 Before and After Care</i>			
General	158,022	159,537	1,515
<i>740 Dawson Center</i>			
Service Total	425,552	435,722	10,170
General	31,253	45,966	14,713
Federal	394,299	389,756	(4,543)
M-R: Baltimore City Public Schools			
<i>352 Baltimore City Public Schools</i>			
General	278,412,181	278,412,181	0
M-R: Educational Grants			
<i>446 Educational Grants</i>			
Service Total	23,962,511	23,999,670	37,159
General	10,976,511	10,749,513	(226,998)
Federal	600,000	300,000	(300,000)
Special	12,386,000	12,950,157	564,157
M-R: Health and Welfare Grants			
<i>385 Health and Welfare Grants</i>			
General	1,273,442	1,302,732	29,290
M-R: Office of Employment Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	28,146,511	30,539,311	2,392,800
<i>791 BCPS Alternative Options Academy for Youth</i>			
State	211,141	204,676	(6,465)
<i>797 Workforce Services for Out of School Youth-Youth Opportunity</i>			
Service Total	3,944,386	4,325,232	380,846
General	3,022,074	3,080,755	58,681
Federal	652,312	979,477	327,165
State	100,000	100,000	0
Special	170,000	165,000	(5,000)
<i>798 Youth Works Summer Job Program</i>			
Service Total	6,995,405	9,582,097	2,586,692
General	2,192,050	2,442,735	250,685
Federal	2,000,000	1,970,889	(29,111)
State	1,603,355	3,478,473	1,875,118
Special	1,200,000	1,690,000	490,000
<i>800 Workforce Services for WIOA Funded Youth</i>			
Service Total	2,757,976	2,627,565	(130,411)
General	345,427	0	(345,427)
Federal	2,412,549	2,627,565	215,016

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
M-R: Office of Human Services			
<i>605 Head Start</i>			
Service Total	8,351,768	8,577,817	226,049
General	521,730	533,730	12,000
Federal	7,597,054	7,758,044	160,990
State	132,984	136,043	3,059
Special	100,000	150,000	50,000
Recreation and Parks			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	50,205,685	53,632,580	3,426,895
<i>644 Administration - Rec and Parks</i>			
Service Total	4,601,351	5,323,403	722,052
General	4,457,870	5,081,024	623,154
State	143,481	242,379	98,898
<i>645 Aquatics</i>			
Service Total	3,395,900	3,503,668	107,768
General	2,495,900	2,603,668	107,768
Special	900,000	900,000	0
<i>647 Youth and Adult Sports</i>			
Service Total	868,304	961,225	92,921
General	696,388	785,230	88,842
Special	171,916	175,995	4,079
<i>648 Community Recreation Centers</i>			
Service Total	15,953,375	16,385,094	431,719
General	13,711,259	14,154,193	442,934
Federal	351,276	359,355	8,079
Special	1,890,840	1,871,546	(19,294)
<i>649 Special Facilities Management - Recreation</i>			
Special	2,338,721	2,982,928	644,207
GRAND TOTAL			
TOTAL OPERATING BUDGET	438,264,290	445,681,401	7,417,111
TOTAL OPERATING APPROPRIATIONS	438,264,290	445,681,401	7,417,111

Key results funded in the Fiscal 2020 Recommended Budget:

- The CitiWatch program, under the Mayor’s Office of Criminal Justice, will monitor cameras deployed around the City to assist or initiate 350 arrests.
- Emergency Medical Services expects to respond to 185,000 incidents in Fiscal 2020, and is entering the second year of a partnership with the University of Maryland Medical System (UMMS) to pilot a Mobile Integrated Health-Community Paramedicine (MIH-CP) program. The grant-funded initiative provides home-based health care and other services in West Baltimore to improve health outcomes and reduce demand for emergency transport.
- The Mayor’s Office of Employment Development will help at least 450 ex-offenders obtain employment by providing occupational training and other services. Efforts will focus on high-demand industries such as construction and transportation.
- As it continues transitioning street lights to LED fixtures, the Department of Transportation will work with Baltimore Gas & Electric to ensure that at least 90% of street lights are repaired within four days.

Key budget decisions in Public Safety:

- Baltimore Police Department (BPD)
 - The recommended budget reflects the City’s contract with the Fraternal Order of Police (FOP) that was signed in November 2018. The contract institutes a new patrol schedule to more effectively deploy officers across shifts and reduce the need for overtime, for an estimated \$5 million in savings. Police officers will receive a 3% wage increase for Fiscal 2020, and officers who have been on the force for 10 years or more will receive an additional 1% raise. Officers assigned to patrol will receive an annual \$1,000 bonus in Fiscal 2020 and Fiscal 2021.
 - The budget makes significant investments in technology upgrades that will help the agency comply with its consent decree requirements for constitutional policing. The Capital Budget includes \$9.8 million for new information technology, including tools that can help identify at-risk officer behavior to allow early intervention, and new systems to digitize and store documents. To implement this new technology, the budget provides \$2 million for increased staff. Finally, the budget includes \$5 million for replacement of police radios and \$1.1 million for an initial phase of Taser upgrades.
 - As part of an effort to ensure that more police officers are directly engaged in fighting crime, the budget changes 62 sworn positions to civilian classifications in fiscal services, human resources, forensic science, and administration. These jobs previously were filled by sworn officers who will be returned to service in critical policing functions such as patrol, investigations, and specialized units.
 - The agency will enhance its capacity to combat fentanyl, a deadly synthetic opioid, with an additional \$400,000 to fund four new forensic scientists. These staff will conduct drug lab analysis to support a collaborative regional effort to prosecute fentanyl crimes in the federal system, which imposes longer sentences.
- Mayor’s Office of Criminal Justice (MOCJ)
 - The budget includes \$3.6 million of State funding for the Safe Streets program to continue the expansion to ten total sites. In addition, \$287,000 of casino revenue will fund Safe Streets efforts, including a violence intervention program through MedStar Harbor Hospital.
 - The budget provides \$1 million to leverage millions more in non-City funding for Roca, a mentorship and job readiness program. The City anticipates that Roca will receive more than \$10 million from various philanthropic organizations and corporations, with the General Fund pitching in to cover a four-year, \$3.8 million funding gap.

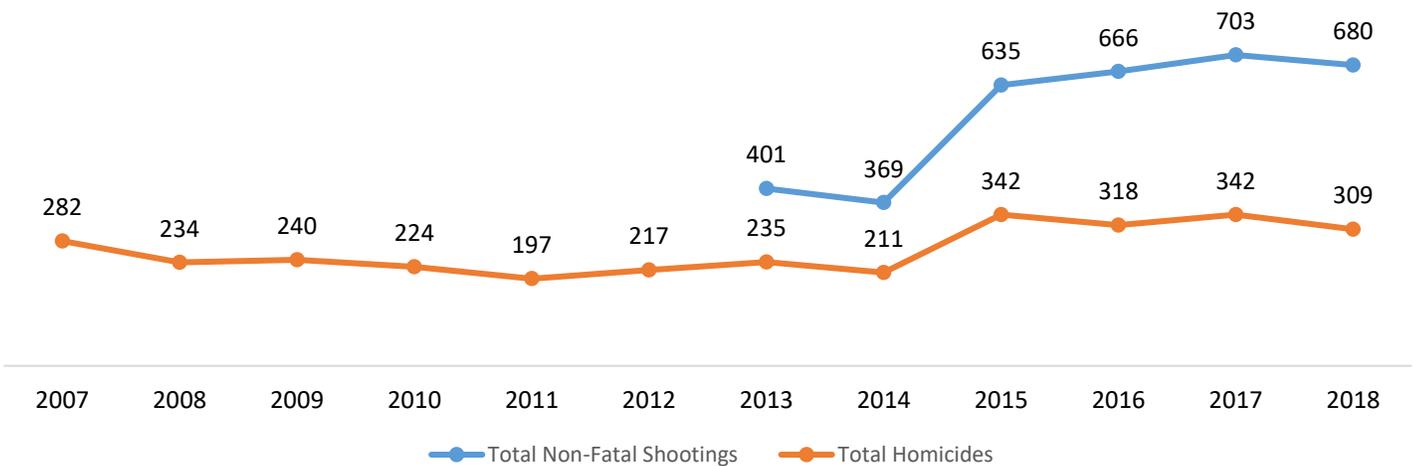
- An additional \$300,000 of funding will support services for survivors of human trafficking. MOCJ launched a grant program this year for local non-profits that offer case management, victim advocacy, legal services, and other types of assistance to this vulnerable population.
- MOCJ is working to solicit donations for additional CitiWatch cameras. The cameras, placed at targeted locations in communities, would help to deter crime and catch offenders.
- Department of Transportation (DOT)
 - This budget includes \$12.7 million to operate the City’s expanding traffic camera network. Cameras will be installed near elementary schools and at locations where research supports links with reductions to traffic-related accidents.
- Fire Department (BCFD)
 - BCFD will spend the remaining \$1.5 million of a federal Staffing for Adequate Fire and Emergency Response (SAFER) grant, awarded for \$5.8 million in February 2017. The funding covers personnel costs and fringe benefits of 40 firefighters (equivalent to two Fire companies).
 - A second round of the (SAFER) grant is included in the budget for Fiscal 2020, which will require a city-share. This award is for three years and will require a 25%, 25%, and 65% city-match across the 3 years, respectively, costing the City approximately \$2.9 million.
 - Emergency Medical Service (EMS) fees were increased in Fiscal 2019 to achieve parity with national rates, generating approximately \$1 million annually. These rates will be maintained in Fiscal 2020.
- State’s Attorney’s Office (SAO)
 - The budget includes funding for a new Expungement Unit that will handle petitions to remove criminal records from public databases. Since a 2017 State law expanded the list of crimes eligible for expungement, the SAO has seen a large increase in petitions and now receives an average of 500 each week. The budget provides \$388,774 for five staff and other expenses of the new unit. Expungement is an important strategy for reducing recidivism, because it can help ex-offenders get stable jobs and housing.

Fiscal 2020 Recommendation Overview

Fund Name	Fiscal 2019 Adopted	Fiscal 2020 Recommended	Change from 2019	% Change from 2019
General	822,020,772	849,966,528	27,945,756	3.4%
Federal	17,094,785	19,814,966	2,720,181	15.9%
State	32,716,408	48,554,105	15,837,697	48.4%
Special	39,260,251	34,413,735	(4,846,516)	-12.3%
Total	911,092,216	952,749,334	41,657,118	4.6%

Indicator: Total Number of Homicides and Non-Fatal Shootings

Total Non-Fatal Shootings and Homicides (All Weapons)



Source: BPD Open Data, Baltimore Sun

This information is sourced from the Baltimore Police Department’s Open Data resource, a publicly available and easily accessible online data archive. This indicator measures number of homicides (from all weapons) and non-fatal shootings that occur in Baltimore on an annual basis. These figures do not include police-involved or self-inflicted incidents.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Targeted enforcement of specific neighborhoods and known violent offenders Discouraging illegal gun possession with regulation and aggressive prosecution 	<ul style="list-style-type: none"> Violence in the drug and gun marketplace Barriers to legitimate economic opportunity, particularly for low-skill individuals and/or those with a criminal background

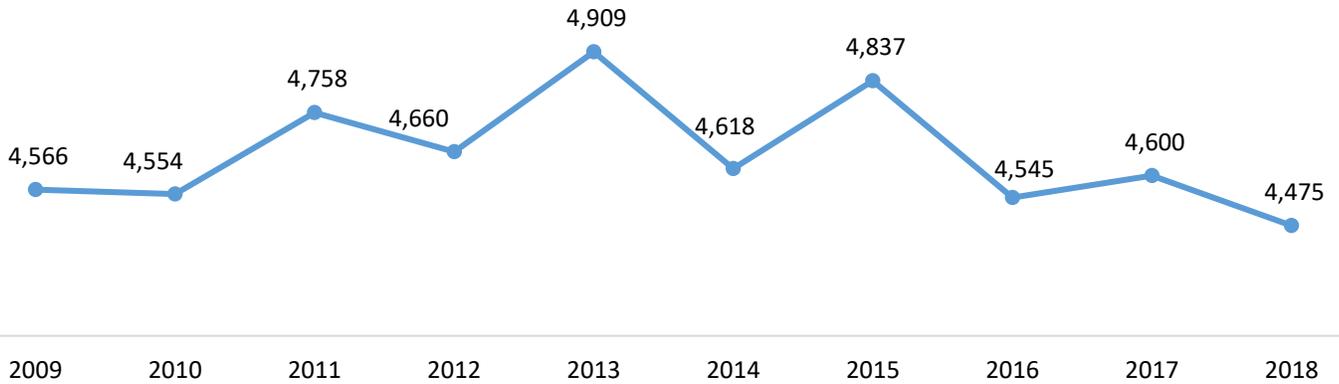
The Fiscal 2020 recommended budget invests in numerous services and programs that will support positive movement on the Non-Fatal Shootings and Homicides indicator:

The Mayor’s Office of Criminal Justice will ramp up expansion of the Safe Streets program, which is launching six new sites in the Belair-Edison, Brooklyn, Franklin Square, Park Heights, Penn-North, and Woodbourne neighborhoods. Safe Streets works collaboratively with communities to promote a message that violence is not acceptable. The program utilizes a comprehensive outreach component, with social workers who canvas neighborhoods and connect with high-risk individuals to diffuse potentially violent situations and link them to services. It includes hospital-based interventions that offer services to victims of violent crime, including those who may seek retaliation.

The Police Department is working on multiple fronts to modernize its use of technology and data analytics for crime prevention. Through more than \$9.8 million of planned information technology investments, the agency will improve functions such as case reporting, public records access, use of force assessment, and personnel development. The Department will work with a consultant over the next year to strengthen its two Strategic Decision Support Centers, designed to enhance use of crime data and predictive analytics. These “nerve centers” will develop standard procedures for using technology and data during daily public safety operations.

Indicator: Property Crime

Total Property Crime per 100,000 Residents



Source: BPD Open Data

Property crime data includes burglary, larceny, theft, and motor vehicle theft. Because they may involve violence, arson and vandalism incidents are excluded.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Police schedule and civilianization will increase officer presence in communities • Employment and recreational opportunities for Baltimore youth, such as YouthWorks 	<ul style="list-style-type: none"> • Available resources for responding to, investigating, and processing property crimes • Barriers to upward economic mobility and community support systems

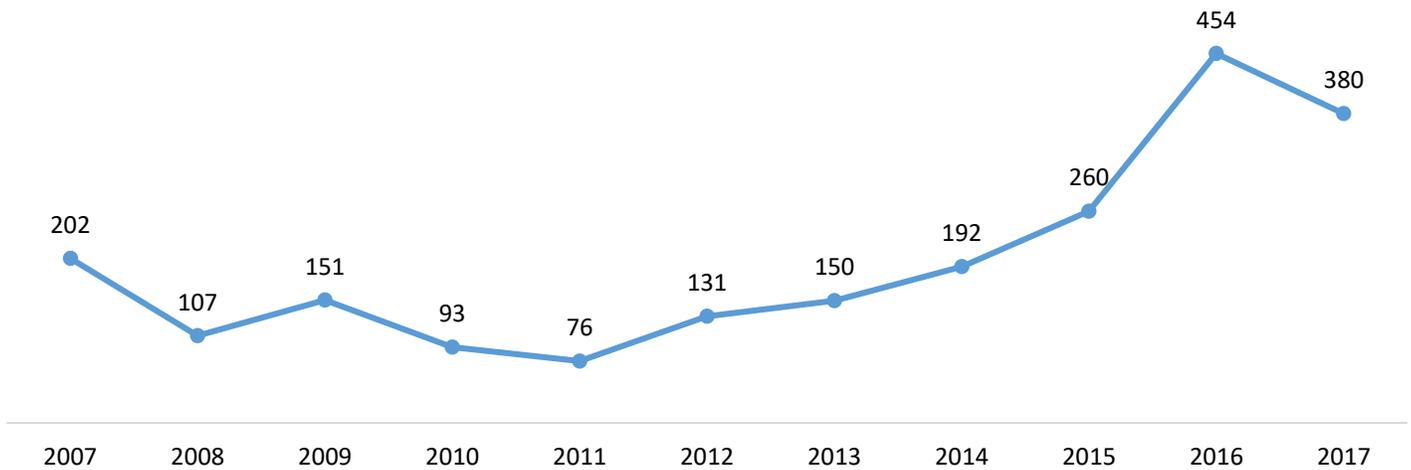
The Fiscal 2020 recommended budget invests in numerous services and programs that will support positive movement on the Property Crimes indicator:

New approaches to Police Department staffing will improve officer well-being, put more officers on patrol, and keep assignments more consistent so officers can develop community relationships. This enhanced police presence is designed to reduce crime, including burglary and theft. The new Fraternal Order of Police (FOP) contract establishes a revised schedule for officers, reducing the need for overtime and resulting in more reliable staffing in the districts. The Department also is civilianizing key support functions, which shifts sworn officers out of clerical and administrative jobs and into patrol and investigative roles.

The Department of Transportation is continuing to convert street lights to LED fixtures, resulting in brighter lights, fewer outages, and energy savings. Since 2011, the agency has worked with Baltimore Gas & Electric and other utility companies to convert more than half of the approximately 78,000 street lights in the City. By the end of Fiscal 2020, more than 13,000 additional street lights are scheduled for conversion.

Indicator: Heroin-Related Deaths

Total Number of Heroin-Related Deaths



Source: Maryland Department of Health

This indicator captures all deaths that occurred in the City of Baltimore (including non-residents) related to heroin. This data does not reflect deaths associated with all opioids, such as fentanyl or those resulting from prescription drugs, which are often associated with heroin use.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Tougher legal and regulatory stance on opioid prescription drugs, reducing abuse that leads to heroin addiction • Use of Naloxone and Buprenorphine as treatment, and State primary adult care coverage of the latter 	<ul style="list-style-type: none"> • Increase in prices of prescription drugs compared with the relatively static price of heroin • Mixture of heroin with other substances such as carfentanyl (up to 5,000 times more potent than heroin) and difficulty regulating these substances

The Fiscal 2020 recommended budget invests in numerous services and programs that will support positive movement on the Heroin-Related Deaths Indicator:

The Health Department is scheduled to open the state’s first Stabilization Center during spring 2019 in the Greater Coppin Heights/Rosemont community. The center will offer individuals under the influence of drugs and/or alcohol services such as medical screening and monitoring, connections to behavioral health and social services, and buprenorphine induction to treat opioid addiction. The State is contributing more than \$6 million to support capital and operating costs.

In addition, the Health Department will continue the Needle Exchange Program, which distributed 1.2 million syringes in Fiscal 2018 to help decrease rates of HIV transmission, and the Overdose Response Program, which has trained tens of thousands of people to identify and respond to opioid-related overdoses with naloxone and other interventions.

The Fire Department is entering the second year of a partnership with the University of Maryland Medical System (UMMS) to pilot a Mobile Integrated Health-Community Paramedicine (MIH-CP) program. This community-based healthcare solution targets individuals who have complex health needs and utilize ambulance and emergency room services monthly. Paramedics and nurses assist with maintaining the health of these individuals at their homes, while also providing unscheduled access to care.

Operating Budget Recommendation by Priority Outcome: Public Safety

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Fire			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	272,517,950	289,062,009	16,544,059
<i>600 Administration - Fire</i>			
Service Total	11,323,921	11,139,397	(184,524)
General	9,389,735	9,160,725	(229,010)
Federal	1,568,259	1,604,329	36,070
State	365,927	374,343	8,416
<i>602 Fire Suppression and Emergency Rescue</i>			
Service Total	159,551,636	168,481,338	8,929,702
General	155,121,698	162,388,270	7,266,572
Federal	2,977,339	4,607,990	1,630,651
State	1,452,599	1,485,078	32,479
<i>608 Emergency Management</i>			
Service Total	1,049,530	1,608,362	558,832
General	735,878	687,496	(48,382)
Federal	313,652	320,866	7,214
State	0	600,000	600,000
<i>609 Emergency Medical Services</i>			
Service Total	49,655,071	51,579,951	1,924,880
General	28,619,212	30,257,988	1,638,776
State	1,185,859	1,339,247	153,388
Special	19,850,000	19,982,716	132,716
<i>610 Fire and Emergency Community Outreach</i>			
General	213,734	391,371	177,637
<i>612 Fire Investigation</i>			
General	754,520	784,186	29,666
<i>614 Fire Communications and Dispatch</i>			
Service Total	17,390,421	20,412,038	3,021,617
General	12,809,520	13,014,395	204,875
State	0	3,000	3,000
Special	4,580,901	7,394,643	2,813,742
<i>615 Fire Training and Education</i>			
General	4,702,600	5,187,873	485,273

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Health			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	150,397,070	160,592,591	10,195,521
<i>307 Substance Use Disorder and Mental Health</i>			
Service Total	5,281,121	4,602,422	(678,699)
General	2,164,650	1,601,148	(563,502)
Federal	1,340,936	1,359,060	18,124
State	1,775,535	1,642,214	(133,321)
<i>315 Emergency Services - Health</i>			
Service Total	10,295,058	10,532,150	237,092
General	854,246	906,554	52,308
Federal	923,456	741,815	(181,641)
State	8,182,545	8,350,902	168,357
Special	334,811	532,879	198,068
Housing and Community Development			
<i>752 Community Outreach Services</i>			
General	1,451,345	1,461,797	10,452
Law			
<i>871 Police Legal Affairs</i>			
General	0	2,194,751	2,194,751
Liquor License Board			
<i>851 Liquor License Compliance</i>			
General	1,152,135	1,227,614	75,479
M-R: Office of Criminal Justice			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	21,714,113	17,237,483	(4,476,630)
<i>617 Criminal Justice Coordination</i>			
Service Total	1,398,575	3,638,635	2,240,060
General	396,769	803,913	407,144
Federal	828,062	1,834,722	1,006,660
State	173,744	1,000,000	826,256
<i>618 Neighborhood Safety and Engagement</i>			
Service Total	7,459,670	9,873,076	2,413,406
General	3,303,041	3,211,753	(91,288)
Federal	356,629	1,974,323	1,617,694
State	3,600,000	3,600,000	0
Special	200,000	1,087,000	887,000
<i>757 CitiWatch</i>			
Service Total	9,083,340	2,783,256	(6,300,084)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	2,768,340	2,653,256	(115,084)
Special	6,315,000	130,000	(6,185,000)
<i>758 Coordination of Public Safety Strategy - Administration</i>			
Service Total	3,772,528	942,516	(2,830,012)
General	795,528	897,516	101,988
Federal	900,000	0	(900,000)
State	577,000	45,000	(532,000)
Special	1,500,000	0	(1,500,000)
M-R: Office of Employment Development			
<i>796 Workforce Services for Ex-Offenders</i>			
Service Total	1,736,658	1,738,249	1,591
General	485,133	186,799	(298,334)
Federal	500,000	557,000	57,000
State	751,525	994,450	242,925
Office of Civil Rights			
<i>848 Police Community Relations</i>			
General	617,885	675,121	57,236
Police			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	509,618,142	536,376,477	26,758,335
<i>621 Administration and Information Technology</i>			
Service Total	60,862,599	93,800,640	32,938,041
General	57,362,599	80,438,389	23,075,790
Federal	500,000	0	(500,000)
State	1,100,000	12,862,251	11,762,251
Special	1,900,000	500,000	(1,400,000)
<i>622 Police Patrol</i>			
Service Total	272,795,730	202,444,391	(70,351,339)
General	267,020,710	196,412,213	(70,608,497)
Federal	300,000	300,000	0
State	4,220,020	4,427,178	207,158
Special	1,255,000	1,305,000	50,000
<i>623 Crime Investigation</i>			
Service Total	34,715,532	53,498,966	18,783,434
General	33,957,532	52,554,451	18,596,919
Federal	270,000	390,000	120,000
State	488,000	554,515	66,515
<i>624 Target Violent Criminals</i>			
Service Total	43,372,016	52,746,294	9,374,278
General	37,983,308	46,822,659	8,839,351

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Federal	81,619	0	(81,619)
State	3,092,569	3,659,354	566,785
Special	2,214,520	2,264,281	49,761
<i>625 SWAT/ESU</i>			
General	9,669,092	10,877,390	1,208,298
<i>626 Operational and Analytical Intelligence</i>			
Service Total	9,596,068	16,293,428	6,697,360
General	8,345,834	13,566,666	5,220,832
Federal	1,250,234	1,366,762	116,528
State	0	1,360,000	1,360,000
<i>627 Emergency Communications</i>			
General	7,915,382	14,064,986	6,149,604
<i>628 Police Internal Affairs</i>			
General	9,021,658	12,995,906	3,974,248
<i>632 Manage Police Records</i>			
General	6,822,427	7,483,083	660,656
<i>635 Recruitment and Training</i>			
Service Total	13,703,097	22,622,468	8,919,371
General	13,683,097	22,602,468	8,919,371
Federal	20,000	20,000	0
<i>637 Special Operations - K-9 and Mounted Unit</i>			
Service Total	4,422,559	4,509,328	86,769
General	4,274,380	4,354,708	80,328
Federal	5,000	5,000	0
State	143,179	149,620	6,441
<i>638 Marine Unit</i>			
Service Total	2,077,195	2,765,832	688,637
General	2,077,195	2,465,832	388,637
Federal	0	300,000	300,000
<i>640 Special Operations - Aviation</i>			
General	6,363,224	7,054,321	691,097
<i>642 Crime Laboratory and Evidence Control</i>			
Service Total	18,093,182	23,609,404	5,516,222
General	17,228,757	23,048,260	5,819,503
Federal	864,425	561,144	(303,281)
Sheriff			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	21,814,102	21,237,761	(576,341)
<i>881 Courthouse Security</i>			
General	4,348,673	4,155,371	(193,302)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>882 Deputy Sheriff Enforcement</i>			
Service Total	10,804,934	10,590,877	(214,057)
General	10,804,934	10,355,587	(449,347)
Special	0	235,290	235,290
<i>883 Service of Protective and Peace Orders</i>			
General	2,165,790	2,099,188	(66,602)
<i>884 District Court Sheriff Services</i>			
General	2,757,417	2,730,331	(27,086)
<i>889 Child Support Enforcement</i>			
General	1,737,288	1,661,994	(75,294)
State's Attorney			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	44,785,601	46,619,987	1,834,386
<i>115 Prosecution of Criminals</i>			
Service Total	34,319,905	35,470,883	1,150,978
General	27,079,612	27,725,528	645,916
Federal	1,227,591	1,378,020	150,429
State	5,555,632	6,053,376	497,744
Special	457,070	313,959	(143,111)
<i>781 Administration - State's Attorney</i>			
General	6,783,306	7,263,805	480,499
<i>786 Victim and Witness Services</i>			
Service Total	3,682,390	3,885,299	202,909
General	1,790,059	1,848,678	58,619
Federal	1,840,057	1,983,044	142,987
State	52,274	53,577	1,303
Transportation			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	201,453,690	201,397,630	(56,060)
<i>500 Street Lighting</i>			
General	22,958,350	21,644,607	(1,313,743)
<i>684 Traffic Management</i>			
Service Total	12,104,841	12,048,032	(56,809)
General	11,451,892	11,380,065	(71,827)
Special	652,949	667,967	15,018
<i>689 Vehicle Impounding and Disposal</i>			
General	7,917,564	8,008,638	91,074
<i>697 Traffic Safety</i>			
Service Total	15,192,249	19,169,769	3,977,520

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	14,164,723	18,658,878	4,494,155
Federal	1,027,526	510,891	(516,635)
GRAND TOTAL			
TOTAL OPERATING BUDGET	911,092,216	952,749,334	41,657,118
TOTAL OPERATING APPROPRIATIONS	911,092,216	952,749,334	41,657,118

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Key results funded in the Fiscal 2020 Recommended Budget:

- The Health Department will continue the Vision for Baltimore Program, which expands school-based vision services for all students in grades pre-kindergarten through eighth grade in Baltimore City Public Schools. In Fiscal 2018, this program provided more than 11,000 vision screens in grades that normally do not receive this service.
- The Department of Public Works will bait 25,000 burrows as part of the Proactive Rat Inspection/Abatement Program.
- The Department of Public Works (DPW) will continue its single stream recycling efforts. Funding will maintain the current level of service, allowing DPW to continue collecting approximately 30,000 tons of single stream recyclables.
- The Department of Housing and Community Development will provide funding to homeowners who want to correct major deficiencies or serious health, code, and safety issues in their homes through the Housing Rehabilitation Loan Program. Since 2013, 88% of loan recipients have continued to occupy their properties.

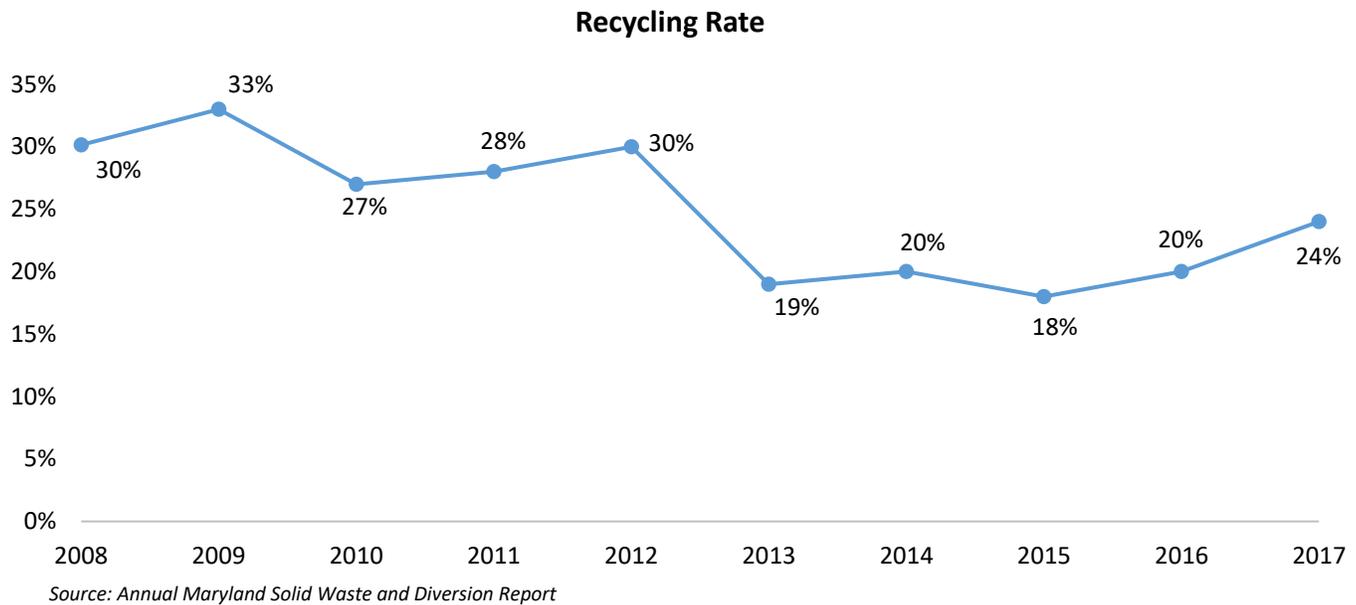
Key budget decisions in Quality of Life:

- The recommended budget includes \$250,000 of new funding for The Healthy Food Fund, which will increase access to healthy food by improving the quality of corner stores, increasing fruit and vegetable intake of residents using federal nutrition assistance benefits at farmers' markets, and increasing accessibility to supermarkets through a ride share program.
- The budget invests \$1 million in one-time bridge funding to the Baltimore Public Markets. The funding will support the markets through an extensive capital renovation aimed at increasing the number of vendors and improving accessibility for patrons.
- The City's Quarantine Road Landfill is expected to reach capacity by Fiscal 2026. To prepare for the cost of expansion, the City will begin by setting aside \$9.6 million in Fiscal 2020.
- The budget invests \$2.6 million to purchase six new buses in Fiscal 2020 for the Circulator, which provides free bus service around downtown. The Department of Transportation plans to replace the existing bus fleet over the next six years, making Circulator service more reliable.
- The budget includes an additional \$280,000 to fully fund currently operating recreation centers in the City.
- The budget invests \$111,116 in additional City funding for the creation of a Tax Sale Service Coordinator in the Division of Homeownership and Housing Preservation. This position will coordinate with a variety of stakeholders to provide guidance to homeowners that are subject to tax sale.

Fiscal 2020 Recommendation Overview

Fund Name	Fiscal 2019 Adopted	Fiscal 2020 Recommended	Change from 2019	% Change from 2019
General	272,022,705	281,433,484	9,410,779	3.5%
Internal Service	96,003,271	97,776,304	1,773,033	1.8%
Conduit Enterprise	11,968,849	12,308,498	339,649	2.8%
Wastewater Utility	269,267,317	277,356,115	8,088,798	3.0%
Water Utility	191,706,689	192,375,485	668,796	0.3%
Stormwater Utility	30,560,092	27,145,365	(3,414,727)	-11.2%
Federal	102,076,426	104,429,440	2,353,014	2.3%
State	53,034,057	55,653,122	2,619,065	4.9%
Special	23,275,306	41,256,125	17,980,819	77.2%
Total	1,049,914,712	1,089,733,937	39,819,225	3.8%

Indicator: Recycling Rate



The City’s recycling rate is provided by the Maryland Recycling Act, or MRA. MRA data includes private and commercial recycling rates, in addition to the public recycling data collected by the Department of Public Works. After 2012, ash from incinerated waste was no longer considered a recyclable material for use as a landfill cover material; this reduced the City’s MRA-defined recycling rate. The City is working with the Maryland Department of the Environment (MDE) to return to using ash as daily cover, which will help to increase landfill capacity. The above graphic includes corrected data for 2010 and 2017.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Single-stream recycling and 1+1 collections • City school recycling initiatives 	<ul style="list-style-type: none"> • Few direct incentives or penalties associated with household recycling • Gaps in environmental literacy – not knowing what items are recyclable or when recycling takes place • Global changes in the demand for recycled goods makes recycling more costly

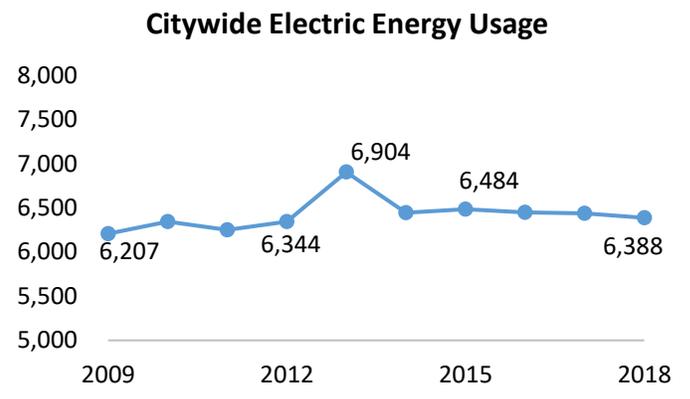
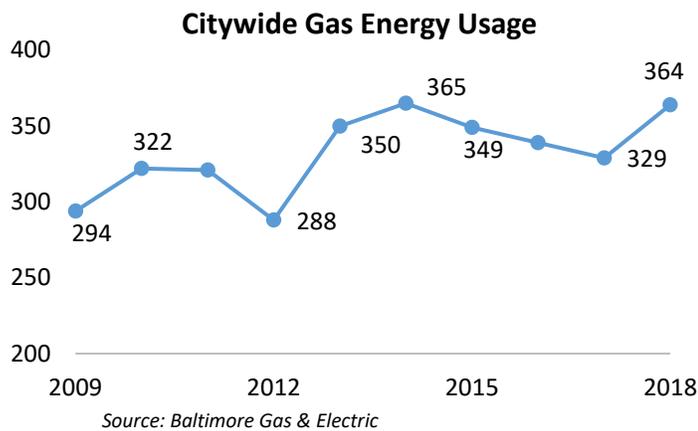
The Fiscal 2020 recommended budget invests in numerous services and programs that will support the Recycling Rate indicator:

In Fiscal 2020, the Department of Public Works will begin the process of finalizing its new 10-year Solid Waste Management Plan. The Plan will include measures to educate the public on recycling while maximizing the number and types of materials that can be recycled.

Planning is expected to finalize the Office of Sustainability’s 2019 Sustainability Plan. The new Sustainability Plan will provide strategies for diverting trash from the landfill and incinerator, launching an anti-litter, pro-recycling campaign, and implementing a plan to achieve zero waste.

A working group comprised of the Mayor’s Office and Department of Public Works has been formed to discuss ways that the City can improve its recycling rate and divert more waste from the landfill.

Indicator: Citywide Energy Use



These data points come directly from the Baltimore Gas and Electric Company and include all residential, commercial, and industrial energy consumption.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • The Baltimore Energy Challenge • Smart metering projects for City buildings and energy retrofits 	<ul style="list-style-type: none"> • Declining or limited tree canopy • Lack of public information and education about energy use • “Heat Island Effect” that increases energy demand • Low price of natural gas

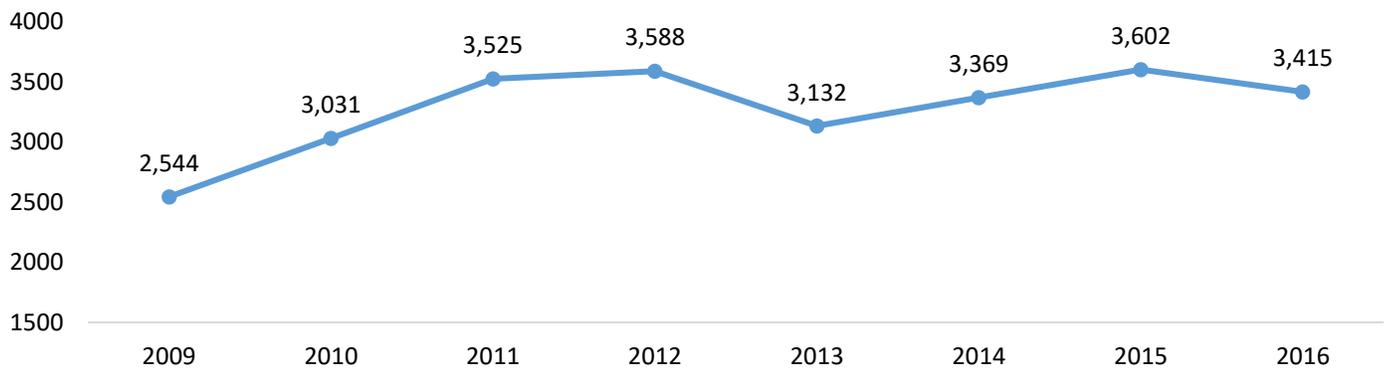
The Fiscal 2020 recommended budget invests in numerous services and programs that will reduce energy usage:

The Department of Housing and Community Development will continue the Baltimore Energy Challenge. The Baltimore Energy Challenge is the City’s energy conservation resource program that teaches residents, businesses, and nonprofits low- to no-cost ways to save energy through grassroots efforts in neighborhoods, businesses and schools. Participants sign a pledge committing to reduce their energy use through changes in behavior.

The Department of General Services will invest \$254,520 to support an HVAC building automation system outside of the main downtown campus. The system will monitor HVAC performance, sensors, meters, and controls at equipment and end points throughout the building. The agency anticipates that the enhancement will result in lower energy costs and better management of preexisting work orders.

Indicator: Asthma Visits

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department. 2016 is the latest available data.

Asthma is a chronic lung disease that impacts more than 25 million people throughout the United States. The number of childhood asthma ER visits per 100,000 people is used as a headline measure for prevalence of chronic disease and conditions within the City of Baltimore.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Ongoing medical management of asthma through medication and education 	<ul style="list-style-type: none"> Quality of Baltimore’s housing stock and housing insurance policies (i.e. historical discriminatory practices such as redlining) Lack of preventative care; more dependency on Emergency Rooms Tobacco smoke in the home Reduced federal and State grant funding for the asthma program

The Fiscal 2020 recommended budget invests in numerous services and programs that will help reduce childhood asthma:

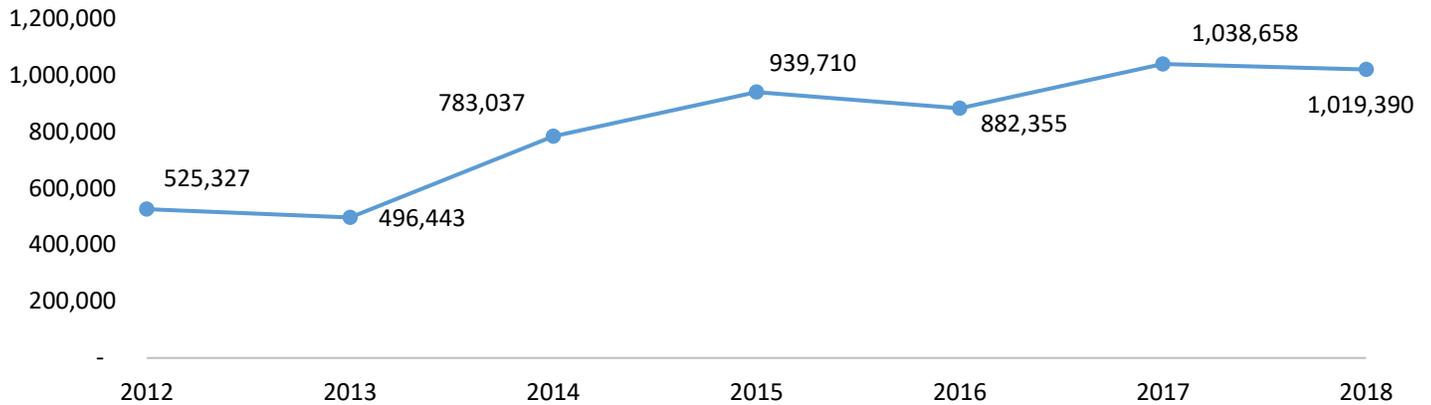
The Health Department’s Community Asthma Program provides home visits for moderate to severe asthmatic children in Baltimore and expects the percent of children in the asthma program whose symptoms improve to be 80%. Since 2016, the Health Department has exceeded this 80% benchmark. The service works to reduce emergency room visits, the number of symptom days, and absences from school due to asthma.

B’more for Healthy Babies (BHB) is a citywide initiative, led by the Baltimore City Health Department with Family League and HealthCare Access Maryland, to reduce infant mortality and improve the health of mothers and babies. Family League serves as the lead for the home visiting strategy.

The Health Department helps students manage their asthma by keeping an Asthma Action Plan (AAPlan) on file in the health suite. The AAPlan provides school health professionals with individualized treatment plans for each student with asthma.

Indicator: Recreational Opportunities

Number of Visits to City Operated Recreation Facilities



Source: Baltimore City Department of Recreation and Parks

The indicator captures the reported number of visits to City-Operated Recreation Facilities, which includes Recreation Centers, City Pools, and Horticulture facilities (Rawlings Conservatory and Cylburn Arboretum). Also included in this indicator are the total Youth and Adults Sports teams enrollment. The number of reported visitors in Fiscal 2018 is less than the amount in Fiscal 2017. This is most likely due to a technical issue with attendance tracking last year at City-operated aquatic centers.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Collaborative programs with other City agencies has increased Recreation Center attendance • Increase in the number of event rentals at Cylburn Arboretum • Extended Hours 	<ul style="list-style-type: none"> • Inefficient customer experience signing up and paying for programs

The Fiscal 2020 recommended budget invests in numerous services and programs that will increase Recreation Visits:

The Department of Recreation & Parks (BCRP) will introduce CivicRec in Spring 2019. CivicRec is a cloud-based point-of-sale and user tracking software that will improve access to Baltimore City Recreation and Parks programs and facilities for users in addition to providing more data for the department.

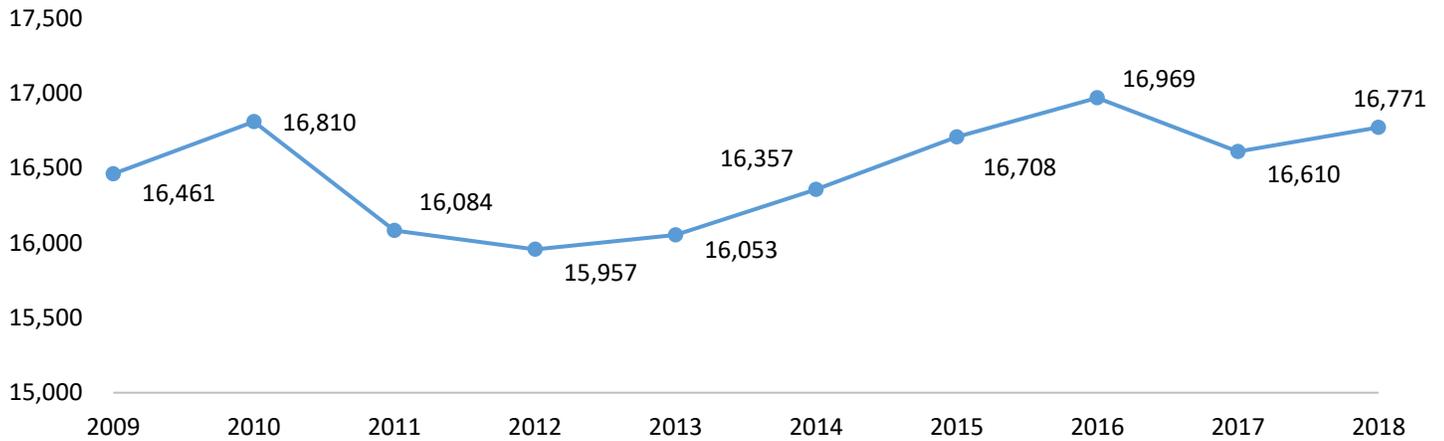
\$300,000 in General Fund appropriations support the Violence Reduction Initiative by maintaining expanded hours at nine Recreation Centers.

BCRP will receive an estimated \$2.7 million from Table Games revenue in Fiscal 2020. The money will be used to provide additional, and in some cases new, recreation services at various locations throughout the City. \$900,000 of the Table Games revenue will support the City’s aquatics programs.

The bowling alley at Shake & Bake Family Fun Center opened in April 2019. BCRP owns and operates the Shake & Bake Family Fun Center in the historic Upton community in West Baltimore. Named after Baltimore Colts wide receiver, Glenn “Shake & Bake” Doughty, the facility was temporarily closed in 2017 to address concerns of maintenance, structural soundness, and cleanliness. Construction on Cahill Recreation Center began in March 2019 and is expected to be complete in April 2021.

Indicator: Blight Elimination

Number of Vacant Residential Buildings



Source: Baltimore City Department of Housing and Community Development

These properties are defined as any residential buildings that have been deemed uninhabitable by building code standards, and given vacant building notices by Department of Housing and Community Development (DHCD). The chart above contains updated numbers from DHCD.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Vacants to Value, Baltimore Homeownership Incentive Program (B-HiP) and other home buying incentive programs • Marketing efforts and incentives such as Live Near Your Work that attract new residents and keep current residents 	<ul style="list-style-type: none"> • Barriers in rehabilitation financing • Challenges around aligning other City services (such as Police and Street Resurfacing) with Vacants to Value plans

The Fiscal 2020 recommended budget invests in numerous services and programs that will support Blight Elimination:

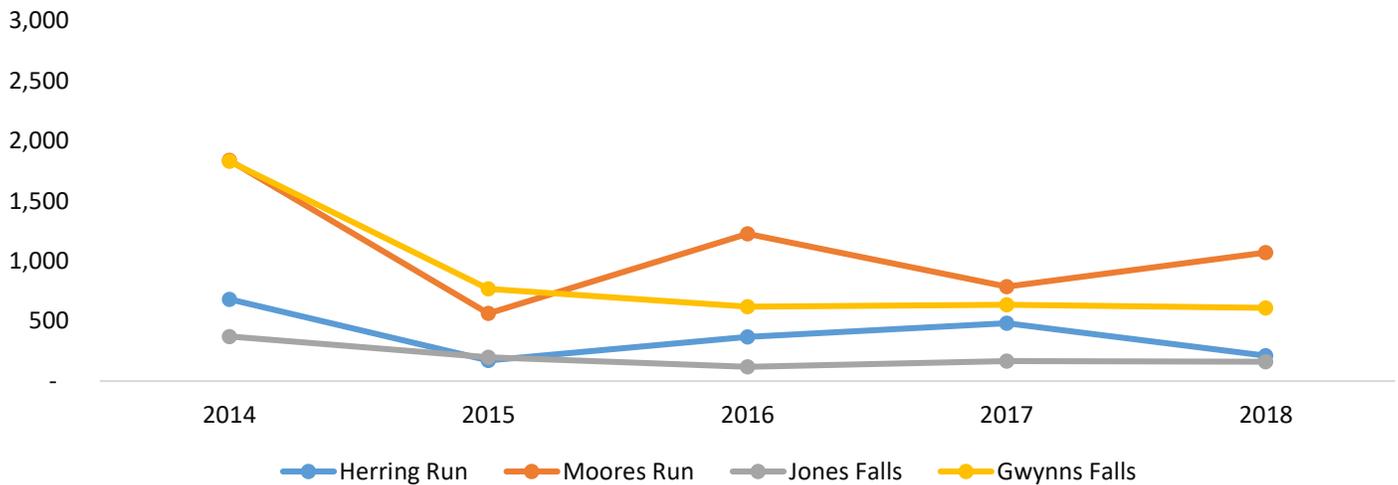
The City is increasing its demolition efforts with the goal of getting the number of vacant properties under 14,000 for the first time in over a decade. The City will invest over \$50 million to demolish approximately 2,000 vacant properties by the end of summer 2020. The \$50 million consists of an investment of both City and State funds.

The Neighborhood Impact Investment Fund will direct \$51.7 million to particularly economically challenged communities. The fund will provide capital for developments in communities that are often deemed too risky for traditional investors. The funding for the NIIF was provided through the sale of City-owned parking garages in 2018.

The Community Catalyst Grants Program supports locally driven community development work. In Fiscal 2020, the program will invest \$5 million in community revitalization efforts that are led by a variety of community-based organizations. The program targets new resources to areas of historic disinvestment in order to create opportunities that attract additional investment dollars.

Indicator: Water Cleanliness

Geometric Mean for E.coli in Baltimore City Watersheds (MPN/100)



Source: Fiscal 2018 Baltimore City MS4 Annual Report

The Department of Public Works measures fecal bacteria at 23 stations throughout the City. The City is required to meet state and local water quality standards, including bacteriological standards identified under State law as part of the 2002 Consent Decree. Data are divided into four watersheds across the City. When pollutants enter waterways, it is detrimental to the environment and public health. In Fiscal 2017, a new stream impact sampling (SIS) station was added to the Jones Falls Watershed. In order to keep the analysis consistent with past actuals the new station was not included in the graph above.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Trees and green infrastructure along waterways • Proactive sewer maintenance and sewer repairs required through the Consent Decree 	<ul style="list-style-type: none"> • Sanitary sewer overflows and leaks from sewer pipes • Discharges to the storm water system

The Fiscal 2020 recommended budget invests in numerous services and programs that will support the Cleanliness of City Waterways:

The Department of Recreation and Parks (BCRP) planted 2,002 trees in Fiscal 2018. The target of 1,650 trees planted by city crews – primarily large shade trees along streets – was exceeded. This is due to the escalated efforts of the City’s TreeBaltimore Program to focus on underserved and low-canopy cover neighborhoods, and the Mayoral “INSPIRE” program which seeks to ensure safe, pleasant walking routes for our schoolchildren. In Fiscal 2019, and projected into Fiscal 2020, BCRP will continue to match or exceed the Fiscal 2018 total of 2,002 by planting additional trees in targeted neighborhoods.

In addition to the operating funds outlined above, the Fiscal 2020 Capital Budget allocates a significant amount of funds toward water cleanliness. The budget allocates over \$260 million toward utility (wastewater, water, and stormwater) and revenue bond capital projects.

Special Exhibit: Community Development Investments

The Department of Housing and Community Development (HCD) released its *Framework for Community Development* in February 2019, which highlights the agency's overall strategy and plan for Baltimore neighborhoods. The Framework revolves around three key strategies; expanding resources and capacity, promoting access and equity, and investing in all neighborhoods. Significant new resources have been devoted to implementing the strategy. Below is a sample of the funding opportunities and projects supported in the Fiscal 2020 budget.

Choice Neighborhood Initiative

The Perkins Somerset Old Town Transformation Plan will redevelop the 629 Perkins Homes, provide parks and streetscape improvements, and redevelop the mostly vacant Old Town Mall. The project will bring an estimated \$800 million in total investment over ten years with the affordable housing components completed in six. The Plan is supported by a \$30 million grant awarded to the Housing Authority of Baltimore City, with the City of Baltimore as co-awardee, from the U.S. Department of Housing and Urban Development Choice Neighborhoods Initiative. DHCD is sponsoring the TIF (Tax Increment Financing) to subsidize the redevelopment, infrastructure, and other community-improvement projects.

Community Catalyst Grants

Community Catalyst Grants (CCG) are a new initiative to support community-based revitalization efforts. CCG supports established organizations as well as emerging organizations in disinvested areas that have not routinely received public operating support. The grants will support a range of mixed-use projects, affordable and mixed-income housing, economic and business development and other community driven-efforts. The Fiscal 2020 plan includes a total appropriation of \$5 million; \$3 million will support community-driven capital projects and \$2 million will support community-based organizations' operating costs.

Neighborhood Impact Investment Fund

The Neighborhood Impact Investment Fund (NIIF) is a public-private targeted investment fund designed to deliver capital for community development and neighborhood revitalization in disinvested areas that have been designated by the City. NIIF investments are intended to leverage outside capital at the project level while generating returns that will be reinvested over time. In December 2018, NIIF was capitalized with an initial investment of \$51.7 million from the City generated through the long-term lease of City-owned parking garages. NIIF will begin investing in 2019 and is working to generate and attract additional capital of \$20-30 million above the City's investment.

Affordable Housing Trust Fund

In 2016, Baltimore City voters approved a charter amendment establishing the Affordable Housing Trust Fund (AHTF). The Fund supports construction and maintenance of housing for households below 50 percent of the Area Median Income (roughly \$45,500 for a family of four), with half of the funds supporting households below 30 percent of the Area Median Income (roughly \$28,000). City Council Bill 18-0221 established a new "yield tax" on real estate sales that exceed \$1 million. This law is projected to generate \$13 million for the AHTF.

Project CORE

Project CORE began in January 2016 when the Department of Housing and Community Development entered into a four-year partnership with the Maryland Department of Housing and Community Development and the Maryland Stadium Authority. Through the demolition and stabilization of thousands of vacant buildings, Project CORE is a catalyst for redevelopment and reinvestment in Baltimore. Through this initiative, the State allocated an initial \$75 million over four years, with the City contributing \$18.5 million. For Fiscal 2020, the State has committed another \$18.75 million.

Operating Budget Recommendation by Priority Outcome: Quality of Life

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Fire			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	272,517,950	289,062,009	16,544,059
<i>611 Fire Code Enforcement</i>			
Service Total	5,588,441	5,800,409	211,968
General	5,246,479	5,450,582	204,103
Federal	164,226	168,003	3,777
State	177,736	181,824	4,088
<i>613 Fire Facilities Maintenance and Replacement</i>			
Service Total	22,288,076	23,677,084	1,389,008
General	17,305,500	18,900,562	1,595,062
Federal	3,310,543	3,142,168	(168,375)
State	1,400,097	1,356,163	(43,934)
Special	271,936	278,191	6,255
General Services			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	105,378,357	106,379,734	1,001,377
<i>189 Fleet Management</i>			
Internal Service	66,480,990	66,604,647	123,657
<i>726 Administration - General Services</i>			
General	926,760	633,055	(293,705)
<i>731 Facilities Management</i>			
Service Total	37,228,836	38,182,308	953,472
General	8,284,179	7,321,838	(962,341)
Internal Service	26,944,657	28,760,470	1,815,813
Federal	1,000,000	1,000,000	0
State	1,000,000	1,000,000	0
Special	0	100,000	100,000
<i>734 Capital Projects Division/Design and Construction</i>			
General	741,771	959,724	217,953
Health			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	150,397,070	160,592,591	10,195,521

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>303 Clinical Services</i>			
Service Total	8,531,468	8,061,015	(470,453)
General	5,509,069	5,363,718	(145,351)
Federal	1,995,673	1,650,197	(345,476)
State	917,507	942,419	24,912
Special	109,219	104,681	(4,538)
<i>305 Healthy Homes</i>			
Service Total	2,948,568	2,912,599	(35,969)
General	1,011,588	928,920	(82,668)
Federal	1,405,634	1,288,423	(117,211)
State	219,170	378,541	159,371
Special	312,176	316,715	4,539
<i>311 Health Services for Seniors</i>			
Service Total	3,349,744	4,993,373	1,643,629
Federal	3,349,744	0	(3,349,744)
Special	0	4,993,373	4,993,373
<i>715 Administration - Health</i>			
Service Total	13,505,376	13,614,043	108,667
General	4,150,788	4,290,359	139,571
Federal	5,483,826	5,497,264	13,438
State	2,087,745	2,135,763	48,018
Special	1,783,017	1,690,657	(92,360)
<i>716 Animal Services</i>			
General	3,481,607	3,680,648	199,041
<i>717 Environmental Inspection Services</i>			
Service Total	3,399,629	3,148,651	(250,978)
General	3,367,486	3,115,769	(251,717)
Special	32,143	32,882	739
<i>718 Chronic Disease Prevention</i>			
Service Total	1,233,716	1,107,917	(125,799)
General	480,433	411,013	(69,420)
Federal	44,506	45,024	518
State	584,277	496,190	(88,087)
Special	124,500	155,690	31,190
<i>720 HIV Treatment Services for the Uninsured</i>			
Service Total	42,198,321	50,724,919	8,526,598
General	1,243,154	1,271,654	28,500
Federal	29,192,863	28,784,739	(408,124)
State	11,762,304	20,668,526	8,906,222
<i>721 Senior Centers</i>			
Service Total	2,842,580	3,020,026	177,446

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	790,339	867,621	77,282
Federal	1,862,508	1,702,320	(160,188)
State	131,311	336,204	204,893
Special	58,422	113,881	55,459
<i>722 Administration - CARE</i>			
Service Total	1,259,214	788,629	(470,585)
General	1,053,544	551,834	(501,710)
Federal	205,670	236,795	31,125
<i>723 Advocacy for Seniors</i>			
Service Total	2,113,318	845,238	(1,268,080)
General	104,995	107,410	2,415
Federal	140,309	71,313	(68,996)
State	1,658,730	350,089	(1,308,641)
Special	209,284	316,426	107,142
<i>724 Direct Care and Support Planning</i>			
Service Total	2,308,349	2,632,742	324,393
Federal	139,898	0	(139,898)
State	2,094,795	2,595,742	500,947
Special	73,656	37,000	(36,656)
<i>725 Community Services for Seniors</i>			
Service Total	4,151,681	4,829,630	677,949
General	191,090	195,486	4,396
Federal	2,620,608	3,654,719	1,034,111
State	1,001,952	979,425	(22,527)
Special	338,031	0	(338,031)
Housing and Community Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	61,594,576	84,213,358	22,618,782
<i>593 Community Support Projects</i>			
Service Total	9,077,569	11,984,581	2,907,012
General	0	2,000,000	2,000,000
Federal	8,777,569	9,677,581	900,012
State	300,000	307,000	7,000
<i>737 Administration - HCD</i>			
Service Total	6,952,112	6,971,931	19,819
General	5,459,425	5,156,053	(303,372)
Federal	1,492,687	1,615,878	123,191
Special	0	200,000	200,000
<i>738 Weatherization Services</i>			
Service Total	3,969,367	5,661,183	1,691,816
General	708,814	702,459	(6,355)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
State	3,200,553	4,898,724	1,698,171
Special	60,000	60,000	0
<i>742 Promote Homeownership</i>			
Service Total	543,741	556,289	12,548
General	268,566	415,282	146,716
Federal	135,175	141,007	5,832
Special	140,000	0	(140,000)
<i>745 Housing Code Enforcement</i>			
Service Total	14,920,281	14,531,544	(388,737)
General	14,510,281	14,121,544	(388,737)
Federal	360,000	360,000	0
Special	50,000	50,000	0
<i>747 Register and License Properties and Contractors</i>			
General	571,953	585,296	13,343
<i>748 Affordable Housing</i>			
Service Total	600,413	17,743,856	17,143,443
Federal	600,413	743,856	143,443
Special	0	17,000,000	17,000,000
<i>749 Property Acquisition, Disposition and Asset Management</i>			
General	3,109,561	3,192,718	83,157
<i>750 Housing Rehabilitation Services</i>			
Service Total	3,734,819	4,296,375	561,556
Federal	3,301,414	3,746,375	444,961
State	433,405	550,000	116,595
<i>751 Building and Zoning Inspections and Permits</i>			
General	6,086,095	6,389,837	303,742
<i>754 Summer Food Service Program</i>			
State	3,509,740	3,604,658	94,918
<i>815 Live Baltimore</i>			
General	571,715	584,865	13,150
M-R: Environmental Control Board			
<i>117 Adjudication of Environmental Citations</i>			
Service Total	1,448,152	1,738,016	289,864
General	1,315,152	1,488,016	172,864
State	0	250,000	250,000
Special	133,000	0	(133,000)
M-R: Office of Human Services			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	65,659,657	70,138,851	4,479,194
<i>356 Administration - Human Services</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Service Total	4,895,399	6,294,755	1,399,356
General	1,094,664	1,910,976	816,312
Federal	2,745,693	2,920,088	174,395
State	215,344	220,297	4,953
Special	839,698	1,243,394	403,696
<i>893 Homeless Prevention and Support Services for the Homeless</i>			
Service Total	1,112,249	1,137,831	25,582
Federal	607,459	621,431	13,972
State	504,790	516,400	11,610
<i>894 Outreach to the Homeless</i>			
Service Total	3,855,082	3,955,681	100,599
General	962,466	996,532	34,066
Federal	2,602,707	2,662,571	59,864
State	289,909	296,578	6,669
<i>895 Temporary Housing for the Homeless</i>			
Service Total	11,683,419	10,886,599	(796,820)
General	9,602,464	8,757,780	(844,684)
Federal	179,383	183,509	4,126
State	1,901,572	1,945,310	43,738
<i>896 Permanent Housing for the Homeless</i>			
Service Total	28,570,406	30,674,914	2,104,508
General	753,194	770,518	17,324
Federal	27,559,290	29,781,059	2,221,769
State	26,388	26,995	607
Special	231,534	96,342	(135,192)
Municipal and Zoning Appeals			
<i>185 Board of Municipal and Zoning Appeals</i>			
General	629,073	656,762	27,689
Planning			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	11,346,018	10,229,736	(1,116,282)
<i>762 Historic Preservation</i>			
Service Total	1,039,421	926,945	(112,476)
General	664,421	676,945	12,524
Federal	150,000	100,000	(50,000)
State	150,000	100,000	(50,000)
Special	75,000	50,000	(25,000)
<i>763 Comprehensive Planning and Resource Management</i>			
Service Total	3,591,381	3,712,996	121,615
General	1,666,881	2,185,208	518,327

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Federal	220,000	150,000	(70,000)
State	150,000	150,000	0
Special	1,554,500	1,227,788	(326,712)
<i>765 Planning for a Sustainable Baltimore</i>			
Service Total	4,460,539	2,694,912	(1,765,627)
General	1,008,039	1,316,292	308,253
Federal	480,000	535,120	55,120
State	297,500	510,500	213,000
Special	2,675,000	333,000	(2,342,000)
<i>768 Administration - Planning</i>			
Service Total	1,255,321	1,681,666	426,345
General	1,255,321	1,431,666	176,345
State	0	250,000	250,000
Public Works			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	593,953,467	598,895,689	4,942,222
<i>660 Administration - DPW - SW</i>			
General	1,452,744	1,619,876	167,132
<i>661 Public Right-of-Way Cleaning</i>			
Service Total	23,352,304	26,538,380	3,186,076
General	17,767,400	17,829,031	61,631
Stormwater Utility	5,184,904	5,009,349	(175,555)
Federal	0	2,000,000	2,000,000
Special	400,000	1,700,000	1,300,000
<i>662 Vacant/Abandoned Property Cleaning and Boarding</i>			
Service Total	10,475,379	12,630,497	2,155,118
General	9,275,379	11,530,497	2,255,118
Federal	1,200,000	1,100,000	(100,000)
<i>663 Waste Removal and Recycling</i>			
Service Total	30,624,633	31,112,452	487,819
General	30,624,633	30,912,452	287,819
Special	0	200,000	200,000
<i>664 Waste Re-Use and Disposal</i>			
General	22,817,753	24,984,891	2,167,138
<i>670 Administration - DPW - WWW</i>			
Service Total	47,353,643	52,624,148	5,270,505
Wastewater Utility	26,877,707	30,007,954	3,130,247
Water Utility	20,475,936	22,616,194	2,140,258
<i>671 Water Management</i>			
Service Total	86,182,042	85,905,288	(276,754)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Water Utility	86,182,042	85,705,288	(476,754)
Federal	0	200,000	200,000
<i>672 Water and Wastewater Consumer Services</i>			
Service Total	33,253,050	33,755,903	502,853
Wastewater Utility	13,075,399	13,376,133	300,734
Water Utility	16,112,527	16,221,148	108,621
Stormwater Utility	4,065,124	4,158,622	93,498
<i>673 Wastewater Management</i>			
Service Total	137,242,372	142,968,226	5,725,854
Wastewater Utility	136,922,447	142,648,301	5,725,854
State	319,925	319,925	0
<i>674 Surface Water Management</i>			
Service Total	24,032,531	20,520,181	(3,512,350)
Wastewater Utility	1,765,498	1,720,594	(44,904)
Water Utility	556,969	422,193	(134,776)
Stormwater Utility	21,310,064	17,977,394	(3,332,670)
Federal	100,000	100,000	0
State	300,000	300,000	0
<i>675 Engineering and Construction Management - Water and Wastewater</i>			
Service Total	159,005,481	157,013,795	(1,991,686)
Wastewater Utility	90,626,266	89,603,133	(1,023,133)
Water Utility	68,379,215	67,410,662	(968,553)
<i>676 Administration - DPW</i>			
General	3,079,371	2,810,865	(268,506)
<i>730 Public and Private Energy Performance</i>			
Service Total	15,082,164	6,411,187	(8,670,977)
Internal Service	2,577,624	2,411,187	(166,437)
State	12,004,540	3,500,000	(8,504,540)
Special	500,000	500,000	0
Recreation and Parks			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	50,205,685	53,632,580	3,426,895
<i>646 Park Maintenance</i>			
Service Total	14,637,479	15,975,139	1,337,660
General	10,663,048	10,658,308	(4,740)
State	2,224,431	3,330,031	1,105,600
Special	1,750,000	1,986,800	236,800
<i>650 Horticulture</i>			
Service Total	1,820,527	1,969,200	148,673
General	1,214,098	1,390,357	176,259

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Special	606,429	578,843	(27,586)
<i>651 Recreation for Seniors</i>			
Service Total	341,601	346,522	4,921
General	304,773	308,847	4,074
Special	36,828	37,675	847
<i>652 Therapeutic Recreation</i>			
General	450,356	463,959	13,603
<i>653 Park Programs and Events</i>			
Special	1,368,620	1,244,801	(123,819)
<i>654 Urban Forestry</i>			
General	4,429,451	4,476,641	47,190
Transportation			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	201,453,690	201,397,630	(56,060)
<i>548 Conduits</i>			
Conduit Enterprise	11,968,849	12,308,498	339,649
<i>681 Administration - DOT</i>			
Service Total	10,874,066	9,672,248	(1,201,818)
General	10,329,989	9,122,248	(1,207,741)
Federal	544,077	550,000	5,923
<i>683 Street Management</i>			
Service Total	32,179,305	33,326,488	1,147,183
General	31,133,904	33,326,488	2,192,584
State	891,951	0	(891,951)
Special	153,450	0	(153,450)
<i>688 Snow and Ice Control</i>			
General	6,658,208	6,740,227	82,019
<i>690 Sustainable Transportation</i>			
Service Total	20,113,790	16,430,281	(3,683,509)
General	7,341,991	6,666,477	(675,514)
Federal	104,551	0	(104,551)
State	3,278,385	3,155,818	(122,567)
Special	9,388,863	6,607,986	(2,780,877)
<i>691 Public Rights-of-Way Landscape Management</i>			
General	3,790,941	3,897,871	106,930
<i>692 Bridge and Culvert Management</i>			
General	2,679,480	3,631,232	951,752
<i>694 Survey Control</i>			
General	356,633	272,013	(84,620)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>696 Street Cuts Management</i>			
General	929,954	1,004,365	74,411
<i>727 Real Property Management</i>			
General	2,595,732	2,397,896	(197,836)
GRAND TOTAL			
TOTAL OPERATING BUDGET	1,049,914,712	1,089,733,937	39,819,225
LESS INTERNAL SERVICE	96,003,271	97,776,304	1,773,033
TOTAL OPERATING APPROPRIATIONS	953,911,441	991,957,633	38,046,192

Economic Development & Jobs

Key results funded in the Fiscal 2020 Recommended Budget:

- The Convention Center expects over 500,000 attendees from 136 scheduled events in Fiscal 2020. The Convention Center's conversion rate of leads to business exceeds the rates of regional peers, such as Charlotte, Philadelphia, Pittsburgh, and Washington, D.C.
- The second phase of a study examining a Convention Center upgrade has begun, specifically looking at preliminary design, cost estimates, and finance modeling. It is expected to be completed in Spring 2019.
- Visit Baltimore expects 26.5 million visitors in Calendar Year 2019. The City's arts and culture institutions, including the Maryland Zoo, Baltimore Museum of Art, Walters Art Gallery, and Baltimore Symphony Orchestra, collectively predict more than 1.1 million attendees.
- The Baltimore Office of Promotion and the Arts (BOPA) aims to generate \$288.4 million of economic impact by promoting events like Light City, Artscape, Preakness, and the Baltimore Book Festival in Fiscal 2020.

Key budget decisions in Economic Development & Jobs:

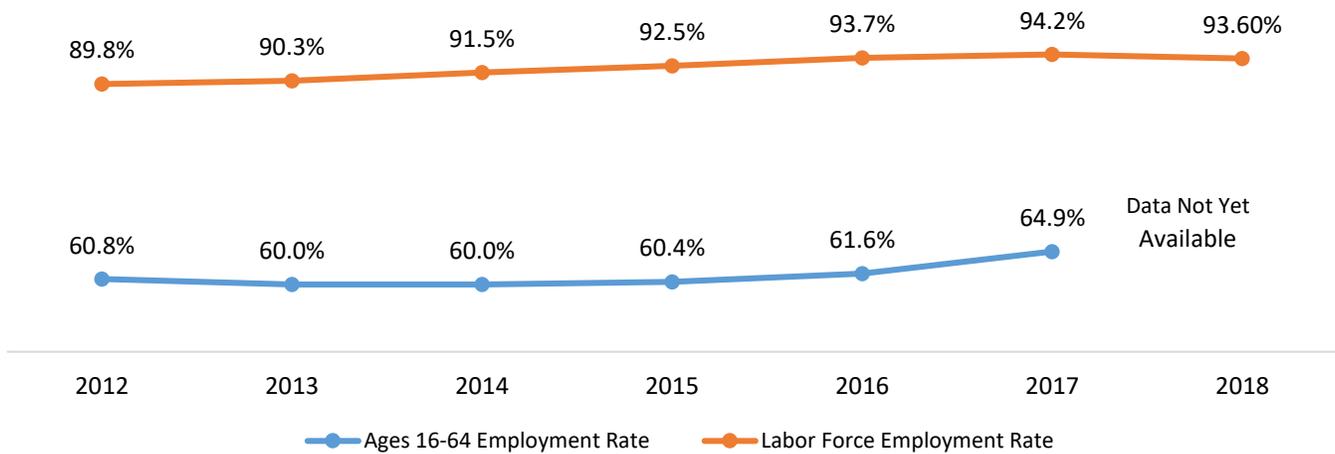
- The recommended budget includes the transfer of the WorkBaltimore program from the Department of Human Resources to the Mayor's Office of Employment Development as an effort to better integrate recruitment for City jobs into overall workforce development programming.
- The budget includes \$500,000 to support the Baltimore Symphony Orchestra (BSO), which is an internationally recognized orchestra. The BSO aims to host 325,000 visitors from the City and surrounding areas in Fiscal 2020.
- The budget provides \$14.9 million to Visit Baltimore, or 40% of the hotel room tax under State law. Visit Baltimore promotes positive perceptions of the city as a preferred tourist and convention destination.
- The budget includes an additional \$100,000 in City funds for the Office of Civil Rights' Wage Investigation and Enforcement program for two new contractual investigators. The investigators are responsible for enforcing the minimum, living, and prevailing wage laws, with fines issued to employers who are non-compliant.

Fiscal 2020 Recommendation Overview

Fund Name	Fiscal 2019 Adopted	Fiscal 2020 Recommended	Change from 2019	% Change from 2019
General	71,716,863	73,171,942	1,455,079	2%
Convention Center Bond	4,562,625	4,562,625	0	0%
Parking Enterprise	22,548,739	21,524,562	(1,024,177)	-4.5%
Parking Management	25,398,156	26,014,422	616,266	2.4%
Federal	9,409,990	9,257,086	(152,904)	-1.6%
State	11,112,170	13,180,331	2,068,161	18.6%
Special	1,341,621	1,743,901	402,280	30.0%
Total	146,090,164	149,454,869	3,364,705	2.3%

Indicator: Employment Rate

City Resident Employment Rate



Source: U.S. Census Bureau 2016 ACS 5-Year Estimates; U.S. BLS Local Area Unemployment Statistics

The labor force employment rate is the percentage of people in the labor force (i.e. those seeking work) who are employed, or the inverse of the unemployment rate for Baltimore City. The employment rate for ages 16 to 64 shows the percent of people employed out of all working-age city residents, including those who are not seeking work due to school attendance, retirement, discouragement, or other reasons. Labor force employment rate slightly decreased from 2017 to 2018. The data is not yet available for 2018.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • Workforce development collaboration and programming among City, private, and non-profit groups • Expansion of key industries, including the health and technological sectors, within Baltimore City • An increase in the number of small business start-ups and self-employed individuals within the City 	<ul style="list-style-type: none"> • Barriers to employment including mental health issues, racial disparities, and lack of access to childcare and reliable transportation • A weak education system that limits residents' exposure to the skills and training needed to be competitive in the global economy

The Fiscal 2020 recommended budget invests in numerous services to support the Employment Rate indicator:

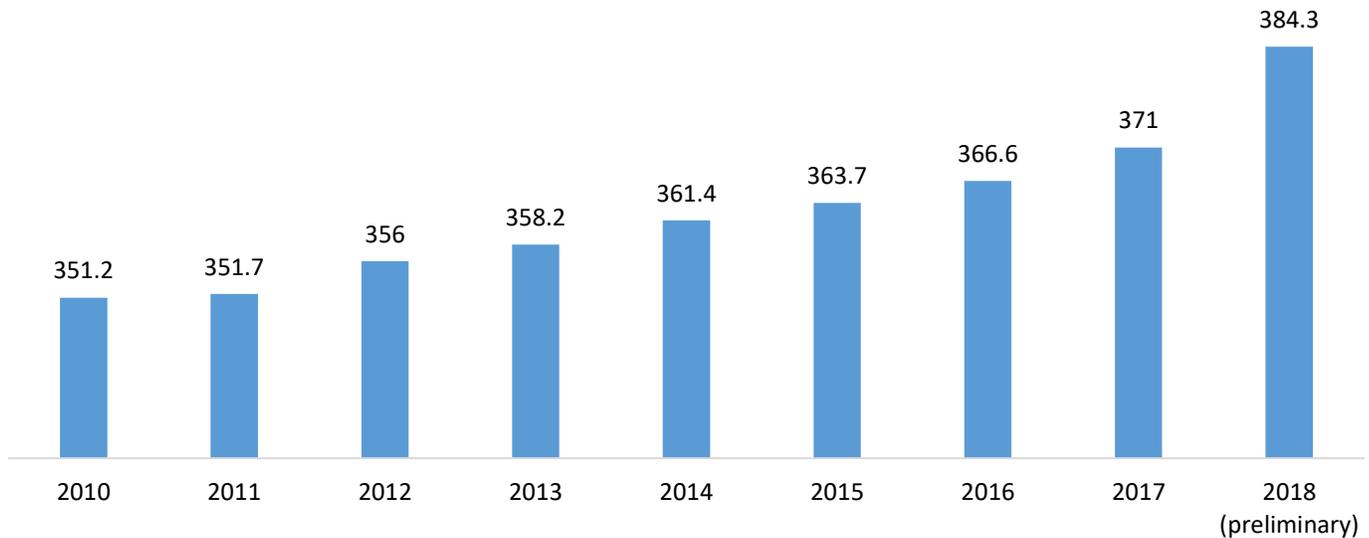
Funding of \$7,377,440 (all funds) for five Community Action Centers throughout the City to connect low-income families to programs that promote economic stability, including financial literacy and tax preparation.

Invests \$780,003 of City support for the Minority and Women's Business Opportunity Office, which is responsible for the certification of Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) and aids bidders and developers in identifying these firms.

The Mayor's Office of Employment Development (MOED) will serve 30,000 residents and nearly 1,000 businesses through its Career Center network.

Indicator: Jobs in Baltimore

**Annual Average of Non-Farm Jobs in Baltimore City
(in Thousands)**



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

Non-farm payrolls, which are captured by the U.S. Bureau of Labor Statistics Current Employment Statistics (CES) dataset, include all public and non-public sector jobs (full-time and part-time) in the City of Baltimore, with the exception of farm workers, household workers, proprietors, armed services, and the self-employed.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> • General improvement in the local economy • A metropolitan region with a highly-educated, millennial workforce • Increased public and private investment in the region 	<ul style="list-style-type: none"> • Barriers to job growth and private development, including both the negative perception of Baltimore and limitations on ease of doing business with the City

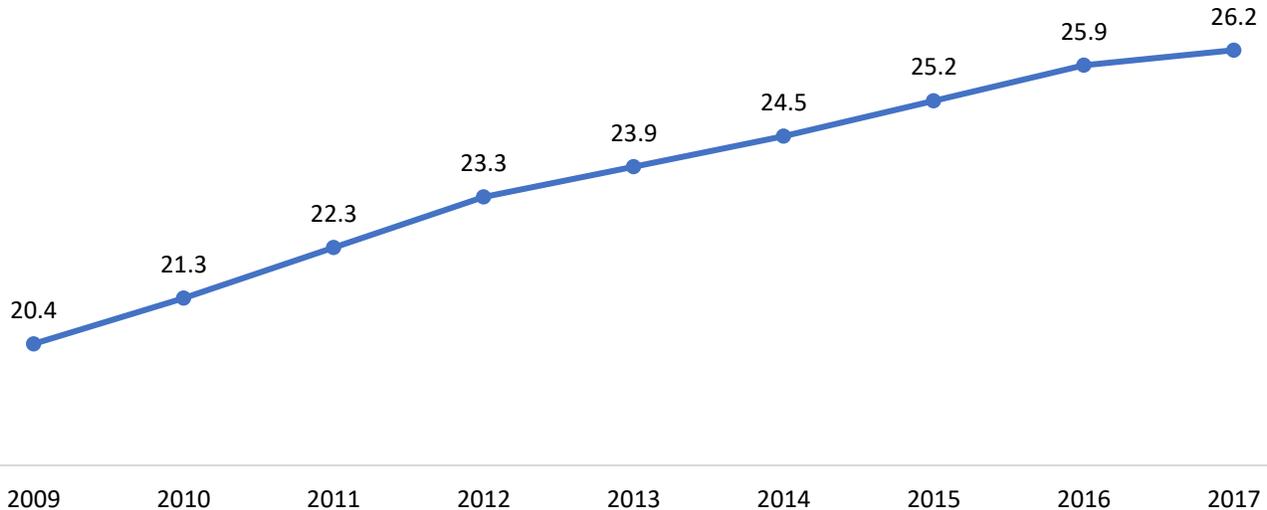
The Fiscal 2020 recommended budget invests in numerous services to support the Jobs in Baltimore indicator:

Included is \$2.1 million in City support for the Baltimore Development Corporation (BDC) for the purpose of promoting real estate development and negotiating the sale or lease of City-owned properties and managing urban renewal areas and business parks.

Provides \$2.3 million in City funding for the Liquor Licensing Board, a State agency that regulates stores, restaurants, and entertainment venues which sell alcoholic beverages in the City.

Indicator: Visitors to Baltimore

**Total Number of Visitors to Baltimore
(in Millions)**



Source: Visit Baltimore Reports – Longwoods International & Travel USA

This dataset comes from Visit Baltimore and includes domestic visitors to Baltimore for leisure and business travel.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Baltimore is conveniently located to many destination events, art and culture institutions, world-class sports teams, and other celebrated tourist attractions The City’s investment in the Inner Harbor waterfront and Downtown areas 	<ul style="list-style-type: none"> Limited shopping options A negative perception of safety compounded by strained police-community relations An aging Convention Center that struggles to compete with larger, newer, east-coast facilities

The Fiscal 2020 recommended budget invests in numerous services and programs that will help to increase visitors to Baltimore:

Funding of \$1.6 million for the Waterfront Partnership and Department of Transportation to manage special events and Inner Harbor services, which are essential for creating an inviting and vibrant downtown core. As the most recognized feature of downtown, the Inner Harbor is a key contributor to Baltimore’s economic vitality.

Providing \$500,000 in additional City funds to BOPA to engage in a marketing campaign promoting Baltimore as an international destination for arts, culture, and entertainment, as well as promotion for the Preakness. With these additional funds the agency estimates the annual attendance of all events to increase by 700,000 visitors and to bring \$300,000 in additional support to local art organizations.

Including \$12.9 million in City funds for the Baltimore Convention Center Complex, which works in conjunction with Visit Baltimore and is a major driver of economic activity for the city.

Operating Budget Recommendation by Priority Outcome: Economic Development & Jobs

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Housing and Community Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	61,594,576	84,213,358	22,618,782
<i>809 Retention, Expansion, and Attraction of Businesses</i>			
Service Total	1,161,164	2,498,445	1,337,281
General	1,054,731	2,332,676	1,277,945
Special	106,433	165,769	59,336
<i>810 Real Estate Development</i>			
Service Total	1,984,647	2,498,445	513,798
General	1,878,214	2,332,676	454,462
Special	106,433	165,769	59,336
<i>811 Inner Harbor Coordination</i>			
General	425,000	434,775	9,775
<i>813 Technology Development - Emerging Technology Center</i>			
General	851,910	621,504	(230,406)
<i>814 Improve and Promote Retail Districts Beyond Downtown</i>			
Service Total	1,489,570	0	(1,489,570)
General	1,383,137	0	(1,383,137)
Special	106,433	0	(106,433)
Law			
<i>869 Minority and Women's Business Opportunity Office</i>			
General	747,855	491,949	(255,906)
Liquor License Board			
<i>850 Liquor Licensing</i>			
General	991,113	1,036,356	45,243
M-R: Art and Culture			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	8,414,863	9,049,287	634,424
<i>493 Art and Culture Grants</i>			
General	5,988,141	6,026,750	38,609
<i>824 Events, Art, Culture, and Film</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Service Total	2,330,216	2,923,811	593,595
General	2,330,216	2,883,811	553,595
Special	0	40,000	40,000
<i>828 Bromo Seltzer Arts Tower</i>			
General	96,506	98,726	2,220
M-R: Civic Promotion			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	15,097,890	14,323,139	(774,751)
<i>590 Civic Promotion Grants</i>			
General	469,415	1,152,670	683,255
<i>820 Convention Sales and Tourism Marketing</i>			
General	14,628,475	13,170,469	(1,458,006)
M-R: Convention Center Hotel			
<i>535 Convention Center Hotel</i>			
General	7,584,000	7,955,690	371,690
M-R: Convention Complex			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	23,651,227	24,218,166	566,939
<i>540 Royal Farms Arena Operations</i>			
General	550,194	577,577	27,383
<i>855 Convention Center</i>			
Service Total	18,538,408	19,077,964	539,556
General	13,212,916	12,941,587	(271,329)
State	5,325,492	6,136,377	810,885
<i>857 Convention Center Debt Service</i>			
Convention Center Bond	4,562,625	4,562,625	0
M-R: Office of Employment Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	28,146,511	30,539,311	2,392,800
<i>792 Workforce Services for TANF Recipients</i>			
Service Total	3,627,056	3,120,748	(506,308)
Federal	3,527,056	3,020,748	(506,308)
State	100,000	100,000	0
<i>793 Employment Enhancement Services for Baltimore City Residents</i>			
Service Total	1,906,485	1,983,333	76,848
General	1,368,621	1,403,333	34,712
Special	537,864	580,000	42,136
<i>794 Administration - MOED</i>			
Service Total	608,338	1,014,126	405,788

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	608,338	687,758	79,420
Federal	0	75,745	75,745
Special	0	250,623	250,623
<i>795 Workforce Services for Baltimore Residents</i>			
Service Total	5,853,625	5,394,520	(459,105)
General	631,622	0	(631,622)
Federal	4,722,003	5,079,552	357,549
State	300,000	100,000	(200,000)
Special	200,000	214,968	14,968
<i>806 Mobile Workforce Center</i>			
General	505,441	548,765	43,324
M-R: Office of Human Services			
<i>741 Community Action Partnership</i>			
Service Total	7,191,334	8,611,254	1,419,920
General	775,022	741,259	(33,763)
Federal	1,028,274	1,026,041	(2,233)
State	5,386,678	6,843,954	1,457,276
Special	1,360	0	(1,360)
Office of Civil Rights			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	2,295,066	2,660,766	365,700
<i>656 Wage Investigation and Enforcement</i>			
General	552,352	682,981	130,629
<i>846 Discrimination Investigations, Resolutions and Conciliations</i>			
Service Total	1,124,829	1,302,664	177,835
General	1,071,508	1,134,026	62,518
Federal	42,657	0	(42,657)
Special	10,664	168,638	157,974
Planning			
<i>761 Development Oversight and Project Support</i>			
General	999,356	1,213,217	213,861
Police			
<i>634 Crowd, Traffic, and Special Events Management</i>			
Service Total	10,188,381	11,610,040	1,421,659
General	10,098,381	11,555,040	1,456,659
Federal	90,000	55,000	(35,000)
Transportation			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	201,453,690	201,397,630	(56,060)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>682 Parking Management</i>			
Service Total	32,873,746	32,101,383	(772,363)
Parking Enterprise	22,548,739	21,524,562	(1,024,177)
Parking Management	10,325,007	10,576,821	251,814
<i>685 Special Events</i>			
General	1,489,810	1,709,402	219,592
<i>687 Inner Harbor Services - Transportation</i>			
General	1,424,589	1,438,945	14,356
<i>693 Parking Enforcement</i>			
Service Total	15,098,149	15,447,601	349,452
Parking Management	15,073,149	15,437,601	364,452
Special	25,000	10,000	(15,000)
<i>695 Dock Master</i>			
General	247,434	148,134	(99,300)
GRAND TOTAL			
TOTAL OPERATING BUDGET	146,090,164	149,454,869	3,364,705
TOTAL OPERATING APPROPRIATIONS	146,090,164	149,454,869	3,364,705

Accountability & Transparency

Key results funded in the Fiscal 2020 Recommended Budget:

- The City's cable channel, CharmTV, will cover 100% of the scheduled government meetings while dedicating over 7,200 hours to government transparency.
- The Department of Law expects to handle 460 lawsuits regarding Litigation, Labor and Employment, and Land Use.
- The City will continue to build the online, publicly accessible archives system. This is completed through a partnership with Baltimore City Archives and Maryland State Archives. 431,885 records have been made publicly available online so far.
- The Department of Planning will prepare for the 2020 Census by concentrating on the most difficult to reach populations. The purpose is to get the most accurate City demographic counts.

Key budget decisions in Accountability & Transparency:

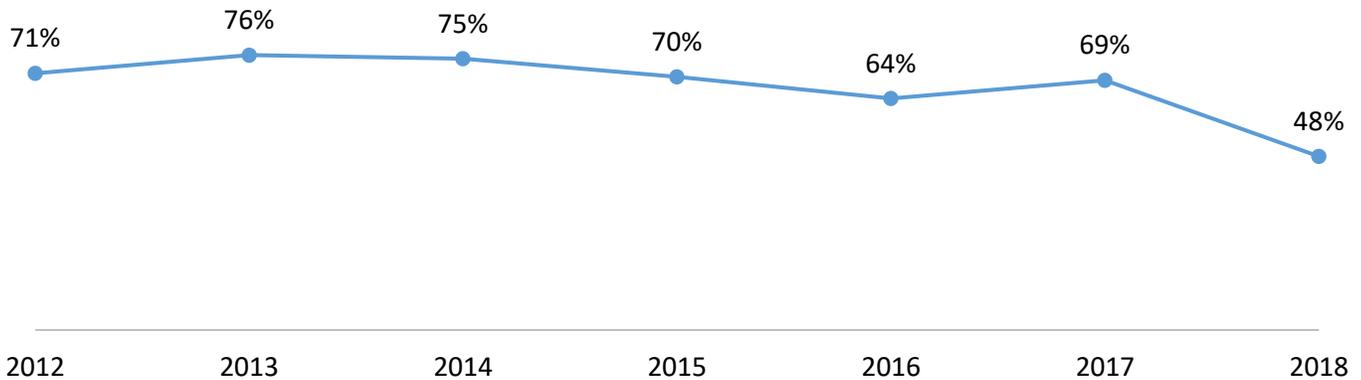
- The Fiscal 2020 recommended budget invests a total of \$15.7 million in capital funds to support the City's Information and Technology (IT) modernization. This includes replacing aging infrastructure, expanding and creating new City IT capabilities, and starting the first phase of the Enterprise Resource Planning (ERP) project.
- The budget includes \$650,000 in additional funding to support the implementation of an asset management software to improve the Department of Planning's ability to forecast and prioritize capital spending.
- The budget invests \$255,000 to support a building automation system which will allow the Department of General Services to control and monitor heating, ventilation, and air conditioning within their facilities.
- The budget adds \$30,000 to develop a universal, citywide language access telephone program to provide residents with better access to services and programs.
- The budget provides \$177,000 to the Mayor's Office of Immigrant and Multicultural Affairs (MIMA) Safe City initiatives. The additional funding will be used to provide legal representation for and conduct an assessment of foreign-born residents within the City.
- The budget includes \$250,000 to create a Data Fellows program to build a talent pipeline of data analysts to improve everyday operations in the City. Funding supports a program manager and a data fellow within the Mayor's Office of Innovation.

Fiscal 2020 Recommendation Overview

Fund Name	Fiscal 2019 Adopted	Fiscal 2020 Recommended	Change from 2019	% Change from 2019
General	115,103,510	124,443,490	9,329,980	8.1%
Internal Service	38,618,292	46,181,788	7,563,496	19.6%
Federal	2,482,175	2,328,669	(153,506)	-6.2%
State	5,990,970	6,050,928	59,958	1%
Special	14,383,096	14,260,164	(122,932)	-0.9%
Total	176,578,043	193,255,039	16,676,996	9.4%

Indicator: Prompt Vendor Payment

% of Vendors Paid on Time



Source: Department of Finance, Accounting and Payroll

The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. This indicator is a useful measure as the City has an obligation to pay invoices within 30 days. In 2018, there were 124,527 invoices paid, of which 60,183 were paid within 30 days. The overall cycle time in 2018 to pay an invoice was 56 days. This is a 13-day increase in comparison to the overall cycle time of 43 days in 2017.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Comfort of City staff and vendors with processes, such as procurement, purchasing, and invoicing 	<ul style="list-style-type: none"> Strong communication varies between agencies and vendors Vendor filing errors Technical and internal errors, such as lost documentation and missing information

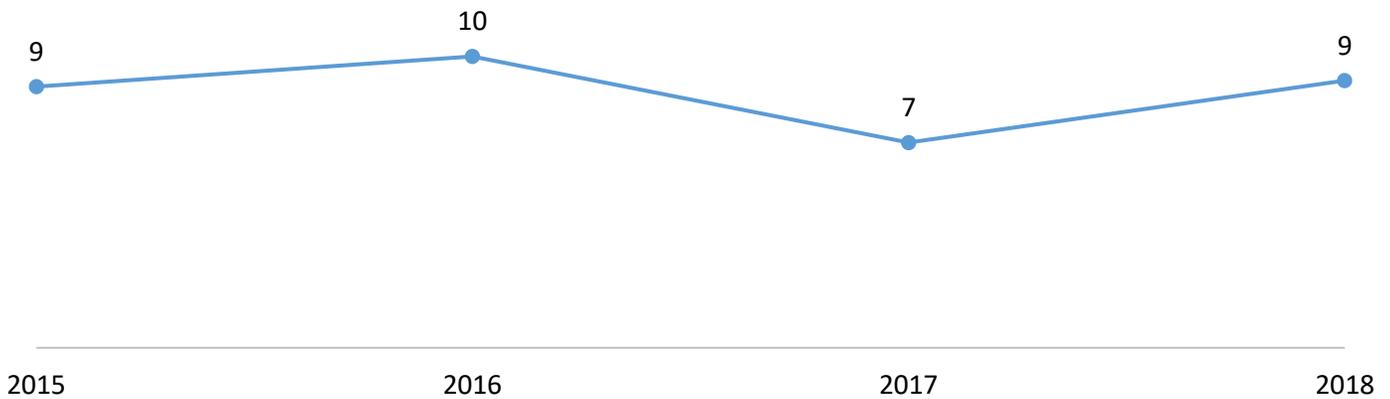
The Fiscal 2020 recommended budget invests in numerous services and programs that will support positive movement on the Vendor Payment indicator:

The Procurement service continues to provide training to City staff and vendors on the entire procurement process. In Fiscal 2018, Procurement conducted 217 different training sessions. The Accounts Payable service has also taken the initiative to continue assisting City Staff and City vendors in a variety of ways. For example, Accounts Payable can inform agencies what the processes are for purchase orders and the invoicing system.

The Mayor's Office of Sustainable Solutions (MOSS) has regular meetings on Procurement, Inclusion, and Equity (PIE) to discuss ways to improve paying invoices on time. Through this process, it was identified that the number of late invoices is decreasing since more attention was given to the different challenges to paying invoices on time. One challenge that PIE has focused on specifically is developing efficiencies among City fiscal staff to help eliminate internal problems.

Indicator: 311 Service Request Responsiveness

Average Time to Close for 311 Service Requests (Days)



Source: CitiStatSMART 311 Call Center Data, Open Baltimore

This information is sourced from the Mayor’s Office of Sustainable Solutions CitiStatSMART division dataset of 311 Service Requests, pulled from Open Baltimore. This indicator measures how many days it takes the various agencies responding to 311 calls for services to complete the request. This figure includes all categories of 311 requests except traffic studies, which average six months. In 2018, the City took an average of 9 days to close a 311 request. This measure was created in 2015.

Positive Factors	Negative Factors
<ul style="list-style-type: none"> Strong communication between agencies 	<ul style="list-style-type: none"> Variety of processes and policies depending on the request type

The Fiscal 2020 recommended budget invests in services and programs that will support positive movement on the 311 Service Request indicator:

The 311 Call Center is the City’s call intake system where citizens can request services, and receive general information. The 311 Call Center is also responsible for the development, implementation, and continuing support of the Customer Service Request System (CitiTrak) which provides universal, standardized, and inter-agency call intake and work order management.

The Fiscal 2020 budget includes \$5.3 million for the 311 Call Center service. The 311 Call Center received over 700,000 calls in Fiscal 2018 and anticipates receiving 890,000 calls in Fiscal 2020. In addition, 91% of the time, the 311 Call Center answers a call within 60 seconds with an average of 26 seconds.

The information gathered by 311 is used by City agencies to access and measure customer responsiveness and satisfaction. Baltimore City Information and Technology (BCIT) has developed both web portal and mobile applications for citizens to create and track service requests. BCIT has also recently finished implementing a new Customer Relationship Management (CRM) system with self-serve options to allow callers to check requests and perform other tasks without the assistance of Call Center agents.

Fiscal 2020

Special Exhibit: Investments in Information and Technology

In Fiscal 2019, Baltimore City Information and Technology (BCIT) developed their Digital Transformation Strategic Plan. Below are samples of projects that are underway including new investments in the Fiscal 2020 budget.

Computer-Aided Dispatch System

In Fiscal 2018, the City invested \$1.9 million in a computer-aided dispatch (CAD) system upgrade. The CAD System is used by Baltimore's public safety agencies to input emergency caller information and dispatch public safety resources. The investment ensures the system being operated 24 hours a day, and 7 days a week.

Dispatch Consoles and Fire House Alerting Upgrades

In Fiscal 2019, the City invested \$5.2 million to upgrade dispatch consoles and the firehouse alerting system. The Fiscal 2020 recommended budget builds on this investment with \$5 million for new radios for the Baltimore Police Department (BPD). These upgrades are replacing the City's 22-year old consoles while also enhancing communication features, system audio quality, and system security.

Baltimore City Information and Technology Capital

The Fiscal 2020 Capital Budget includes \$9.7 million to support the City's Digital Transformation Strategic Plan, which provides a technical framework for reducing redundant costs and improving the public's experience with the City. Projects will focus on replacing infrastructure, expanding current capabilities, and creating and developing new capabilities.

- Replacing aging infrastructure: City-wide switches, storage hardware, network ports, network cabling, and wiring, and uninterrupted power supply upgrades
- Expanding City capabilities: virtual private network, cyber-security system, fiber project, data center fiber divergence, and data center internet upgrades
- Creating and developing new City capabilities: installing a virtual desktop, upgrading software, enabling a cloud hybrid model, upgrading data warehouse capabilities, implementing a disaster recovery plan, and creating a command center

Enterprise Resource Planning (ERP) Project

The Fiscal 2020 budget includes \$6 million in capital funding to begin Phase 1 of an Enterprise Resource Planning (ERP) project. The ERP software is a suite of applications that manage core business processes, such as human resource management, purchasing, payroll, accounting, and budgets. Currently, the City operates with standalone systems that are nearing the end of their useful life. The ERP will give City decision makers a single source of reliable and instantaneous information that can be compared across City agencies.

Baltimore Police Department (BPD) Capital

The Fiscal 2020 budget includes \$9.8 million in capital funding to provide information and technology (IT) investments. This capital funding supports the consent decree IT strategic plan, which includes foundational improvements in policy development, data governance, data integration, and infrastructure. This also includes the first phase of new software development. The Fiscal 2020 budget also includes \$2 million for BPD IT staffing for these projects.

Operating Budget Recommendation by Priority Outcome: Accountability & Transparency

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Board of Elections			
<i>899 Fair Conduct of Elections</i>			
General	7,525,666	7,618,893	93,227
City Council			
<i>100 City Council</i>			
General	7,352,267	8,427,656	1,075,389
Comptroller			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	19,387,852	19,622,084	234,232
<i>130 Executive Direction and Control - Comptroller</i>			
General	1,590,312	1,697,733	107,421
<i>131 Audits</i>			
General	5,160,362	5,272,064	111,702
<i>132 Real Estate Acquisition and Management</i>			
General	1,132,856	1,140,866	8,010
<i>133 Municipal Telephone Exchange</i>			
Internal Service	10,661,341	10,690,513	29,172
<i>136 Municipal Post Office</i>			
Internal Service	842,981	820,908	(22,073)
Council Services			
<i>103 Council Services</i>			
General	767,232	777,036	9,804
Courts: Circuit Court			
<i>110 Circuit Court</i>			
Service Total	24,230,326	25,776,875	1,546,549
General	16,235,430	17,905,168	1,669,738
Federal	2,167,639	2,018,946	(148,693)
State	5,589,671	5,640,399	50,728
Special	237,586	212,362	(25,224)
Employees' Retirement Systems			
<i>ALL SERVICES TOTAL</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
ALL SERVICES TOTAL	11,590,568	11,711,303	120,735
<i>152 Employees' Retirement System - Administration</i>			
Special	5,355,585	5,343,379	(12,206)
<i>154 Fire and Police Retirement System - Administration</i>			
Special	5,366,914	5,489,267	122,353
<i>155 Retirement Savings Plan</i>			
Special	868,069	878,657	10,588
Finance			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	34,499,393	35,671,824	1,172,431
<i>148 Revenue Collection</i>			
General	6,641,287	6,993,881	352,594
<i>150 Treasury and Debt Management</i>			
General	1,056,572	1,174,131	117,559
<i>698 Administration - Finance</i>			
General	1,693,769	1,930,465	236,696
<i>699 Procurement</i>			
General	3,355,878	3,624,808	268,930
<i>700 Surplus Property Disposal</i>			
Special	121,503	122,213	710
<i>701 Printing Services</i>			
Internal Service	3,452,123	3,431,896	(20,227)
<i>702 Accounts Payable</i>			
General	1,064,673	1,028,253	(36,420)
<i>703 Payroll</i>			
General	3,488,126	3,527,572	39,446
<i>704 Accounting</i>			
General	1,930,435	1,831,274	(99,161)
<i>707 Risk Management for Employee Injuries</i>			
Internal Service	8,645,548	8,817,673	172,125
<i>708 Operating Budget Management</i>			
General	1,997,723	2,012,063	14,340
<i>710 Fiscal Integrity and Recovery</i>			
General	1,051,756	1,177,595	125,839
Human Resources			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	11,423,644	11,720,116	296,472
<i>770 Administration - Human Resources</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	2,851,716	2,713,370	(138,346)
<i>771 Benefits Administration</i>			
Service Total	6,026,516	5,589,213	(437,303)
General	3,693,089	3,251,200	(441,889)
Internal Service	2,333,427	2,338,013	4,586
<i>772 Civil Service Management</i>			
General	2,545,412	3,417,533	872,121
Law			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	12,348,948	14,696,190	2,347,242
<i>860 Administration - Law</i>			
Service Total	1,490,868	1,450,486	(40,382)
General	1,251,692	1,450,486	198,794
Internal Service	239,176	0	(239,176)
<i>861 Controversies</i>			
Service Total	7,621,907	7,659,091	37,184
General	4,254,387	5,048,601	794,214
Internal Service	3,367,520	2,610,490	(757,030)
<i>862 Transactions</i>			
Service Total	2,488,318	2,042,863	(445,455)
General	2,373,562	1,942,957	(430,605)
Internal Service	114,756	99,906	(14,850)
<i>872 Workers' Compensation Practice</i>			
Internal Service	0	857,050	857,050
Legislative Reference			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	1,184,193	1,299,110	114,917
<i>106 Legislative Reference Services</i>			
General	650,116	749,718	99,602
<i>107 Archives and Records Management</i>			
General	534,077	549,392	15,315
M-R: Cable and Communications			
<i>876 Media Production</i>			
Service Total	1,551,967	1,644,756	92,789
General	571,164	663,953	92,789
Special	980,803	980,803	0
M-R: Innovation Fund			
<i>833 Innovation Fund</i>			
General	279,973	0	(279,973)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
M-R: Office of Information and Technology			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	31,133,582	39,871,721	8,738,139
<i>802 Administration</i>			
General	1,839,324	3,194,490	1,355,166
<i>803 Enterprise Innovation and Application Services</i>			
General	6,641,209	6,219,527	(421,682)
<i>804 311 Call Center</i>			
General	5,178,843	5,163,500	(15,343)
<i>805 Enterprise IT Delivery Services</i>			
Service Total	17,474,206	25,294,204	7,819,998
General	8,512,786	8,778,865	266,079
Internal Service	8,961,420	16,515,339	7,553,919
M-R: Office of the Inspector General			
<i>836 Inspector General</i>			
General	766,792	1,578,928	812,136
M-R: Office of the Labor Commissioner			
<i>128 Labor Contract Negotiations and Administration</i>			
General	842,774	839,749	(3,025)
Mayoralty			
<i>125 Executive Direction and Control - Mayoralty</i>			
Service Total	12,440,721	14,685,498	2,244,777
General	10,272,250	12,731,763	2,459,513
Federal	314,536	309,723	(4,813)
State	401,299	410,529	9,230
Special	1,452,636	1,233,483	(219,153)
GRAND TOTAL			
TOTAL OPERATING BUDGET	176,578,043	193,255,039	16,676,996
LESS INTERNAL SERVICE	38,618,292	46,181,788	7,563,496
TOTAL OPERATING APPROPRIATIONS	137,959,751	147,073,251	9,113,500

Operating Budget Recommendation by Priority Outcome: Other

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
M-R: Conditional Purchase Agreements			
<i>129 Conditional Purchase Agreement Payments</i>			
General	8,189,354	9,082,710	893,356
M-R: Contingent Fund			
<i>121 Contingent Fund</i>			
General	1,000,000	1,000,000	0
M-R: Debt Service			
<i>123 General Debt Service</i>			
Service Total	88,711,373	95,545,808	6,834,435
General	72,221,223	78,845,808	6,624,585
Special	16,490,150	16,700,000	209,850
M-R: Employees' Retirement Contribution			
<i>355 Employees' Retirement Contribution</i>			
General	3,558,858	3,558,858	0
M-R: Miscellaneous General Expenses			
<i>122 Miscellaneous General Expenses</i>			
General	22,207,146	30,920,061	8,712,915
M-R: Retirees' Benefits			
<i>351 Retirees' Benefits</i>			
General	57,966,206	46,344,685	(11,621,521)
M-R: Self-Insurance Fund			
<i>126 Contribution to Self-Insurance Fund</i>			
General	36,885,294	40,875,291	3,989,997
M-R: TIF Debt Service			
<i>124 TIF Debt Service</i>			
General	12,514,348	13,693,879	1,179,531
GRAND TOTAL			
TOTAL OPERATING BUDGET	231,032,579	241,021,292	9,988,713
TOTAL OPERATING APPROPRIATIONS	231,032,579	241,021,292	9,988,713

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Operating Budget Recommendation by Agency, Service, and Fund

Comparison of Current and Prior Year Budget

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Board of Elections			
<i>899 Fair Conduct of Elections</i>			
General	7,525,666	7,618,893	93,227
City Council			
<i>100 City Council</i>			
General	7,352,267	8,427,656	1,075,389
Comptroller			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	19,387,852	19,622,084	234,232
<i>130 Executive Direction and Control - Comptroller</i>			
General	1,590,312	1,697,733	107,421
<i>131 Audits</i>			
General	5,160,362	5,272,064	111,702
<i>132 Real Estate Acquisition and Management</i>			
General	1,132,856	1,140,866	8,010
<i>133 Municipal Telephone Exchange</i>			
Internal Service	10,661,341	10,690,513	29,172
<i>136 Municipal Post Office</i>			
Internal Service	842,981	820,908	(22,073)
Council Services			
<i>103 Council Services</i>			
General	767,232	777,036	9,804
Courts: Circuit Court			
<i>110 Circuit Court</i>			
Service Total	24,230,326	25,776,875	1,546,549
General	16,235,430	17,905,168	1,669,738
Federal	2,167,639	2,018,946	(148,693)
State	5,589,671	5,640,399	50,728
Special	237,586	212,362	(25,224)
Courts: Orphans' Court			
<i>817 Orphans' Court</i>			
General	565,314	607,554	42,240

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Employees' Retirement Systems			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	11,590,568	11,711,303	120,735
<i>152 Employees' Retirement System - Administration</i>			
Special	5,355,585	5,343,379	(12,206)
<i>154 Fire and Police Retirement System - Administration</i>			
Special	5,366,914	5,489,267	122,353
<i>155 Retirement Savings Plan</i>			
Special	868,069	878,657	10,588
Enoch Pratt Free Library			
<i>788 Information Services</i>			
Service Total	40,551,621	41,191,711	640,090
General	25,712,322	26,178,994	466,672
Federal	100,000	0	(100,000)
State	13,866,061	14,159,535	293,474
Special	873,238	853,182	(20,056)
Finance			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	34,499,393	35,671,824	1,172,431
<i>148 Revenue Collection</i>			
General	6,641,287	6,993,881	352,594
<i>150 Treasury and Debt Management</i>			
General	1,056,572	1,174,131	117,559
<i>698 Administration - Finance</i>			
General	1,693,769	1,930,465	236,696
<i>699 Procurement</i>			
General	3,355,878	3,624,808	268,930
<i>700 Surplus Property Disposal</i>			
Special	121,503	122,213	710
<i>701 Printing Services</i>			
Internal Service	3,452,123	3,431,896	(20,227)
<i>702 Accounts Payable</i>			
General	1,064,673	1,028,253	(36,420)
<i>703 Payroll</i>			
General	3,488,126	3,527,572	39,446
<i>704 Accounting</i>			
General	1,930,435	1,831,274	(99,161)
<i>707 Risk Management for Employee Injuries</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Internal Service	8,645,548	8,817,673	172,125
<i>708 Operating Budget Management</i>			
General	1,997,723	2,012,063	14,340
<i>710 Fiscal Integrity and Recovery</i>			
General	1,051,756	1,177,595	125,839
Fire			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	272,517,950	289,062,009	16,544,059
<i>600 Administration - Fire</i>			
Service Total	11,323,921	11,139,397	(184,524)
General	9,389,735	9,160,725	(229,010)
Federal	1,568,259	1,604,329	36,070
State	365,927	374,343	8,416
<i>602 Fire Suppression and Emergency Rescue</i>			
Service Total	159,551,636	168,481,338	8,929,702
General	155,121,698	162,388,270	7,266,572
Federal	2,977,339	4,607,990	1,630,651
State	1,452,599	1,485,078	32,479
<i>608 Emergency Management</i>			
Service Total	1,049,530	1,608,362	558,832
General	735,878	687,496	(48,382)
Federal	313,652	320,866	7,214
State	0	600,000	600,000
<i>609 Emergency Medical Services</i>			
Service Total	49,655,071	51,579,951	1,924,880
General	28,619,212	30,257,988	1,638,776
State	1,185,859	1,339,247	153,388
Special	19,850,000	19,982,716	132,716
<i>610 Fire and Emergency Community Outreach</i>			
General	213,734	391,371	177,637
<i>611 Fire Code Enforcement</i>			
Service Total	5,588,441	5,800,409	211,968
General	5,246,479	5,450,582	204,103
Federal	164,226	168,003	3,777
State	177,736	181,824	4,088
<i>612 Fire Investigation</i>			
General	754,520	784,186	29,666
<i>613 Fire Facilities Maintenance and Replacement</i>			
Service Total	22,288,076	23,677,084	1,389,008
General	17,305,500	18,900,562	1,595,062

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Federal	3,310,543	3,142,168	(168,375)
State	1,400,097	1,356,163	(43,934)
Special	271,936	278,191	6,255
<i>614 Fire Communications and Dispatch</i>			
Service Total	17,390,421	20,412,038	3,021,617
General	12,809,520	13,014,395	204,875
State	0	3,000	3,000
Special	4,580,901	7,394,643	2,813,742
<i>615 Fire Training and Education</i>			
General	4,702,600	5,187,873	485,273
General Services			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	105,378,357	106,379,734	1,001,377
<i>189 Fleet Management</i>			
Internal Service	66,480,990	66,604,647	123,657
<i>726 Administration - General Services</i>			
General	926,760	633,055	(293,705)
<i>731 Facilities Management</i>			
Service Total	37,228,836	38,182,308	953,472
General	8,284,179	7,321,838	(962,341)
Internal Service	26,944,657	28,760,470	1,815,813
Federal	1,000,000	1,000,000	0
State	1,000,000	1,000,000	0
Special	0	100,000	100,000
<i>734 Capital Projects Division/Design and Construction</i>			
General	741,771	959,724	217,953
Health			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	150,397,070	160,592,591	10,195,521
<i>303 Clinical Services</i>			
Service Total	8,531,468	8,061,015	(470,453)
General	5,509,069	5,363,718	(145,351)
Federal	1,995,673	1,650,197	(345,476)
State	917,507	942,419	24,912
Special	109,219	104,681	(4,538)
<i>305 Healthy Homes</i>			
Service Total	2,948,568	2,912,599	(35,969)
General	1,011,588	928,920	(82,668)
Federal	1,405,634	1,288,423	(117,211)
State	219,170	378,541	159,371

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Special	312,176	316,715	4,539
<i>307 Substance Use Disorder and Mental Health</i>			
Service Total	5,281,121	4,602,422	(678,699)
General	2,164,650	1,601,148	(563,502)
Federal	1,340,936	1,359,060	18,124
State	1,775,535	1,642,214	(133,321)
<i>308 Maternal and Child Health</i>			
Service Total	24,159,372	25,867,390	1,708,018
General	1,916,636	2,054,708	138,072
Federal	18,322,897	20,087,746	1,764,849
State	1,813,362	1,725,863	(87,499)
Special	2,106,477	1,999,073	(107,404)
<i>310 School Health Services</i>			
Service Total	16,193,678	16,753,013	559,335
General	14,959,421	14,983,639	24,218
Federal	34,354	40,143	5,789
State	497,741	507,009	9,268
Special	702,162	1,222,222	520,060
<i>311 Health Services for Seniors</i>			
Service Total	3,349,744	4,993,373	1,643,629
Federal	3,349,744	0	(3,349,744)
Special	0	4,993,373	4,993,373
<i>315 Emergency Services - Health</i>			
Service Total	10,295,058	10,532,150	237,092
General	854,246	906,554	52,308
Federal	923,456	741,815	(181,641)
State	8,182,545	8,350,902	168,357
Special	334,811	532,879	198,068
<i>316 Youth Violence Prevention</i>			
Service Total	3,144,270	2,478,186	(666,084)
General	695,921	747,106	51,185
Federal	2,381,844	1,075,265	(1,306,579)
State	66,505	655,815	589,310
<i>715 Administration - Health</i>			
Service Total	13,505,376	13,614,043	108,667
General	4,150,788	4,290,359	139,571
Federal	5,483,826	5,497,264	13,438
State	2,087,745	2,135,763	48,018
Special	1,783,017	1,690,657	(92,360)
<i>716 Animal Services</i>			
General	3,481,607	3,680,648	199,041

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>717 Environmental Inspection Services</i>			
Service Total	3,399,629	3,148,651	(250,978)
General	3,367,486	3,115,769	(251,717)
Special	32,143	32,882	739
<i>718 Chronic Disease Prevention</i>			
Service Total	1,233,716	1,107,917	(125,799)
General	480,433	411,013	(69,420)
Federal	44,506	45,024	518
State	584,277	496,190	(88,087)
Special	124,500	155,690	31,190
<i>720 HIV Treatment Services for the Uninsured</i>			
Service Total	42,198,321	50,724,919	8,526,598
General	1,243,154	1,271,654	28,500
Federal	29,192,863	28,784,739	(408,124)
State	11,762,304	20,668,526	8,906,222
<i>721 Senior Centers</i>			
Service Total	2,842,580	3,020,026	177,446
General	790,339	867,621	77,282
Federal	1,862,508	1,702,320	(160,188)
State	131,311	336,204	204,893
Special	58,422	113,881	55,459
<i>722 Administration - CARE</i>			
Service Total	1,259,214	788,629	(470,585)
General	1,053,544	551,834	(501,710)
Federal	205,670	236,795	31,125
<i>723 Advocacy for Seniors</i>			
Service Total	2,113,318	845,238	(1,268,080)
General	104,995	107,410	2,415
Federal	140,309	71,313	(68,996)
State	1,658,730	350,089	(1,308,641)
Special	209,284	316,426	107,142
<i>724 Direct Care and Support Planning</i>			
Service Total	2,308,349	2,632,742	324,393
Federal	139,898	0	(139,898)
State	2,094,795	2,595,742	500,947
Special	73,656	37,000	(36,656)
<i>725 Community Services for Seniors</i>			
Service Total	4,151,681	4,829,630	677,949
General	191,090	195,486	4,396
Federal	2,620,608	3,654,719	1,034,111
State	1,001,952	979,425	(22,527)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Special	338,031	0	(338,031)
Housing and Community Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	61,594,576	84,213,358	22,618,782
<i>593 Community Support Projects</i>			
Service Total	9,077,569	11,984,581	2,907,012
General	0	2,000,000	2,000,000
Federal	8,777,569	9,677,581	900,012
State	300,000	307,000	7,000
<i>604 Before and After Care</i>			
General	158,022	159,537	1,515
<i>737 Administration - HCD</i>			
Service Total	6,952,112	6,971,931	19,819
General	5,459,425	5,156,053	(303,372)
Federal	1,492,687	1,615,878	123,191
Special	0	200,000	200,000
<i>738 Weatherization Services</i>			
Service Total	3,969,367	5,661,183	1,691,816
General	708,814	702,459	(6,355)
State	3,200,553	4,898,724	1,698,171
Special	60,000	60,000	0
<i>740 Dawson Center</i>			
Service Total	425,552	435,722	10,170
General	31,253	45,966	14,713
Federal	394,299	389,756	(4,543)
<i>742 Promote Homeownership</i>			
Service Total	543,741	556,289	12,548
General	268,566	415,282	146,716
Federal	135,175	141,007	5,832
Special	140,000	0	(140,000)
<i>745 Housing Code Enforcement</i>			
Service Total	14,920,281	14,531,544	(388,737)
General	14,510,281	14,121,544	(388,737)
Federal	360,000	360,000	0
Special	50,000	50,000	0
<i>747 Register and License Properties and Contractors</i>			
General	571,953	585,296	13,343
<i>748 Affordable Housing</i>			
Service Total	600,413	17,743,856	17,143,443
Federal	600,413	743,856	143,443

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Special	0	17,000,000	17,000,000
<i>749 Property Acquisition, Disposition and Asset Management</i>			
General	3,109,561	3,192,718	83,157
<i>750 Housing Rehabilitation Services</i>			
Service Total	3,734,819	4,296,375	561,556
Federal	3,301,414	3,746,375	444,961
State	433,405	550,000	116,595
<i>751 Building and Zoning Inspections and Permits</i>			
General	6,086,095	6,389,837	303,742
<i>752 Community Outreach Services</i>			
General	1,451,345	1,461,797	10,452
<i>754 Summer Food Service Program</i>			
State	3,509,740	3,604,658	94,918
<i>809 Retention, Expansion, and Attraction of Businesses</i>			
Service Total	1,161,164	2,498,445	1,337,281
General	1,054,731	2,332,676	1,277,945
Special	106,433	165,769	59,336
<i>810 Real Estate Development</i>			
Service Total	1,984,647	2,498,445	513,798
General	1,878,214	2,332,676	454,462
Special	106,433	165,769	59,336
<i>811 Inner Harbor Coordination</i>			
General	425,000	434,775	9,775
<i>813 Technology Development - Emerging Technology Center</i>			
General	851,910	621,504	(230,406)
<i>814 Improve and Promote Retail Districts Beyond Downtown</i>			
Service Total	1,489,570	0	(1,489,570)
General	1,383,137	0	(1,383,137)
Special	106,433	0	(106,433)
<i>815 Live Baltimore</i>			
General	571,715	584,865	13,150
Human Resources			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	11,423,644	11,720,116	296,472
<i>770 Administration - Human Resources</i>			
General	2,851,716	2,713,370	(138,346)
<i>771 Benefits Administration</i>			
Service Total	6,026,516	5,589,213	(437,303)
General	3,693,089	3,251,200	(441,889)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Internal Service	2,333,427	2,338,013	4,586
<i>772 Civil Service Management</i>			
General	2,545,412	3,417,533	872,121
Law			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	12,348,948	14,696,190	2,347,242
<i>860 Administration - Law</i>			
Service Total	1,490,868	1,450,486	(40,382)
General	1,251,692	1,450,486	198,794
Internal Service	239,176	0	(239,176)
<i>861 Controversies</i>			
Service Total	7,621,907	7,659,091	37,184
General	4,254,387	5,048,601	794,214
Internal Service	3,367,520	2,610,490	(757,030)
<i>862 Transactions</i>			
Service Total	2,488,318	2,042,863	(445,455)
General	2,373,562	1,942,957	(430,605)
Internal Service	114,756	99,906	(14,850)
<i>869 Minority and Women's Business Opportunity Office</i>			
General	747,855	491,949	(255,906)
<i>871 Police Legal Affairs</i>			
General	0	2,194,751	2,194,751
<i>872 Workers' Compensation Practice</i>			
Internal Service	0	857,050	857,050
Legislative Reference			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	1,184,193	1,299,110	114,917
<i>106 Legislative Reference Services</i>			
General	650,116	749,718	99,602
<i>107 Archives and Records Management</i>			
General	534,077	549,392	15,315
Liquor License Board			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	2,143,248	2,263,970	120,722
<i>850 Liquor Licensing</i>			
General	991,113	1,036,356	45,243
<i>851 Liquor License Compliance</i>			
General	1,152,135	1,227,614	75,479
M-R: Art and Culture			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	8,414,863	9,049,287	634,424
<i>493 Art and Culture Grants</i>			
General	5,988,141	6,026,750	38,609
<i>824 Events, Art, Culture, and Film</i>			
Service Total	2,330,216	2,923,811	593,595
General	2,330,216	2,883,811	553,595
Special	0	40,000	40,000
<i>828 Bromo Seltzer Arts Tower</i>			
General	96,506	98,726	2,220
M-R: Baltimore City Public Schools			
<i>352 Baltimore City Public Schools</i>			
General	278,412,181	278,412,181	0
M-R: Cable and Communications			
<i>876 Media Production</i>			
Service Total	1,551,967	1,644,756	92,789
General	571,164	663,953	92,789
Special	980,803	980,803	0
M-R: Civic Promotion			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	15,097,890	14,323,139	(774,751)
<i>590 Civic Promotion Grants</i>			
General	469,415	1,152,670	683,255
<i>820 Convention Sales and Tourism Marketing</i>			
General	14,628,475	13,170,469	(1,458,006)
M-R: Conditional Purchase Agreements			
<i>129 Conditional Purchase Agreement Payments</i>			
General	8,189,354	9,082,710	893,356
M-R: Contingent Fund			
<i>121 Contingent Fund</i>			
General	1,000,000	1,000,000	0
M-R: Convention Center Hotel			
<i>535 Convention Center Hotel</i>			
General	7,584,000	7,955,690	371,690
M-R: Convention Complex			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	23,651,227	24,218,166	566,939
<i>540 Royal Farms Arena Operations</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	550,194	577,577	27,383
<i>855 Convention Center</i>			
Service Total	18,538,408	19,077,964	539,556
General	13,212,916	12,941,587	(271,329)
State	5,325,492	6,136,377	810,885
<i>857 Convention Center Debt Service</i>			
Convention Center Bond	4,562,625	4,562,625	0
M-R: Debt Service			
<i>123 General Debt Service</i>			
Service Total	88,711,373	95,545,808	6,834,435
General	72,221,223	78,845,808	6,624,585
Special	16,490,150	16,700,000	209,850
M-R: Educational Grants			
<i>446 Educational Grants</i>			
Service Total	23,962,511	23,999,670	37,159
General	10,976,511	10,749,513	(226,998)
Federal	600,000	300,000	(300,000)
Special	12,386,000	12,950,157	564,157
M-R: Employees' Retirement Contribution			
<i>355 Employees' Retirement Contribution</i>			
General	3,558,858	3,558,858	0
M-R: Environmental Control Board			
<i>117 Adjudication of Environmental Citations</i>			
Service Total	1,448,152	1,738,016	289,864
General	1,315,152	1,488,016	172,864
State	0	250,000	250,000
Special	133,000	0	(133,000)
M-R: Health and Welfare Grants			
<i>385 Health and Welfare Grants</i>			
General	1,273,442	1,302,732	29,290
M-R: Innovation Fund			
<i>833 Innovation Fund</i>			
General	279,973	0	(279,973)
M-R: Miscellaneous General Expenses			
<i>122 Miscellaneous General Expenses</i>			
General	22,207,146	30,920,061	8,712,915
M-R: Office of Criminal Justice			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	21,714,113	17,237,483	(4,476,630)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>617 Criminal Justice Coordination</i>			
Service Total	1,398,575	3,638,635	2,240,060
General	396,769	803,913	407,144
Federal	828,062	1,834,722	1,006,660
State	173,744	1,000,000	826,256
<i>618 Neighborhood Safety and Engagement</i>			
Service Total	7,459,670	9,873,076	2,413,406
General	3,303,041	3,211,753	(91,288)
Federal	356,629	1,974,323	1,617,694
State	3,600,000	3,600,000	0
Special	200,000	1,087,000	887,000
<i>757 CitiWatch</i>			
Service Total	9,083,340	2,783,256	(6,300,084)
General	2,768,340	2,653,256	(115,084)
Special	6,315,000	130,000	(6,185,000)
<i>758 Coordination of Public Safety Strategy - Administration</i>			
Service Total	3,772,528	942,516	(2,830,012)
General	795,528	897,516	101,988
Federal	900,000	0	(900,000)
State	577,000	45,000	(532,000)
Special	1,500,000	0	(1,500,000)
M-R: Office of Employment Development			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	28,146,511	30,539,311	2,392,800
<i>791 BCPS Alternative Options Academy for Youth</i>			
State	211,141	204,676	(6,465)
<i>792 Workforce Services for TANF Recipients</i>			
Service Total	3,627,056	3,120,748	(506,308)
Federal	3,527,056	3,020,748	(506,308)
State	100,000	100,000	0
<i>793 Employment Enhancement Services for Baltimore City Residents</i>			
Service Total	1,906,485	1,983,333	76,848
General	1,368,621	1,403,333	34,712
Special	537,864	580,000	42,136
<i>794 Administration - MOED</i>			
Service Total	608,338	1,014,126	405,788
General	608,338	687,758	79,420
Federal	0	75,745	75,745
Special	0	250,623	250,623
<i>795 Workforce Services for Baltimore Residents</i>			

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	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Service Total	5,853,625	5,394,520	(459,105)
General	631,622	0	(631,622)
Federal	4,722,003	5,079,552	357,549
State	300,000	100,000	(200,000)
Special	200,000	214,968	14,968
<i>796 Workforce Services for Ex-Offenders</i>			
Service Total	1,736,658	1,738,249	1,591
General	485,133	186,799	(298,334)
Federal	500,000	557,000	57,000
State	751,525	994,450	242,925
<i>797 Workforce Services for Out of School Youth-Youth Opportunity</i>			
Service Total	3,944,386	4,325,232	380,846
General	3,022,074	3,080,755	58,681
Federal	652,312	979,477	327,165
State	100,000	100,000	0
Special	170,000	165,000	(5,000)
<i>798 Youth Works Summer Job Program</i>			
Service Total	6,995,405	9,582,097	2,586,692
General	2,192,050	2,442,735	250,685
Federal	2,000,000	1,970,889	(29,111)
State	1,603,355	3,478,473	1,875,118
Special	1,200,000	1,690,000	490,000
<i>800 Workforce Services for WIOA Funded Youth</i>			
Service Total	2,757,976	2,627,565	(130,411)
General	345,427	0	(345,427)
Federal	2,412,549	2,627,565	215,016
<i>806 Mobile Workforce Center</i>			
General	505,441	548,765	43,324
M-R: Office of Human Services			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	65,659,657	70,138,851	4,479,194
<i>356 Administration - Human Services</i>			
Service Total	4,895,399	6,294,755	1,399,356
General	1,094,664	1,910,976	816,312
Federal	2,745,693	2,920,088	174,395
State	215,344	220,297	4,953
Special	839,698	1,243,394	403,696
<i>605 Head Start</i>			
Service Total	8,351,768	8,577,817	226,049
General	521,730	533,730	12,000
Federal	7,597,054	7,758,044	160,990

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
State	132,984	136,043	3,059
Special	100,000	150,000	50,000
<i>741 Community Action Partnership</i>			
Service Total	7,191,334	8,611,254	1,419,920
General	775,022	741,259	(33,763)
Federal	1,028,274	1,026,041	(2,233)
State	5,386,678	6,843,954	1,457,276
Special	1,360	0	(1,360)
<i>893 Homeless Prevention and Support Services for the Homeless</i>			
Service Total	1,112,249	1,137,831	25,582
Federal	607,459	621,431	13,972
State	504,790	516,400	11,610
<i>894 Outreach to the Homeless</i>			
Service Total	3,855,082	3,955,681	100,599
General	962,466	996,532	34,066
Federal	2,602,707	2,662,571	59,864
State	289,909	296,578	6,669
<i>895 Temporary Housing for the Homeless</i>			
Service Total	11,683,419	10,886,599	(796,820)
General	9,602,464	8,757,780	(844,684)
Federal	179,383	183,509	4,126
State	1,901,572	1,945,310	43,738
<i>896 Permanent Housing for the Homeless</i>			
Service Total	28,570,406	30,674,914	2,104,508
General	753,194	770,518	17,324
Federal	27,559,290	29,781,059	2,221,769
State	26,388	26,995	607
Special	231,534	96,342	(135,192)
M-R: Office of Information and Technology			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	31,133,582	39,871,721	8,738,139
<i>802 Administration</i>			
General	1,839,324	3,194,490	1,355,166
<i>803 Enterprise Innovation and Application Services</i>			
General	6,641,209	6,219,527	(421,682)
<i>804 311 Call Center</i>			
General	5,178,843	5,163,500	(15,343)
<i>805 Enterprise IT Delivery Services</i>			
Service Total	17,474,206	25,294,204	7,819,998
General	8,512,786	8,778,865	266,079

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Internal Service	8,961,420	16,515,339	7,553,919
M-R: Office of the Inspector General			
<i>836 Inspector General</i>			
General	766,792	1,578,928	812,136
M-R: Office of the Labor Commissioner			
<i>128 Labor Contract Negotiations and Administration</i>			
General	842,774	839,749	(3,025)
M-R: Retirees' Benefits			
<i>351 Retirees' Benefits</i>			
General	57,966,206	46,344,685	(11,621,521)
M-R: Self-Insurance Fund			
<i>126 Contribution to Self-Insurance Fund</i>			
General	36,885,294	40,875,291	3,989,997
M-R: TIF Debt Service			
<i>124 TIF Debt Service</i>			
General	12,514,348	13,693,879	1,179,531
Mayorality			
<i>125 Executive Direction and Control - Mayorality</i>			
Service Total	12,440,721	14,685,498	2,244,777
General	10,272,250	12,731,763	2,459,513
Federal	314,536	309,723	(4,813)
State	401,299	410,529	9,230
Special	1,452,636	1,233,483	(219,153)
Municipal and Zoning Appeals			
<i>185 Board of Municipal and Zoning Appeals</i>			
General	629,073	656,762	27,689
Office of Civil Rights			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	2,295,066	2,660,766	365,700
<i>656 Wage Investigation and Enforcement</i>			
General	552,352	682,981	130,629
<i>846 Discrimination Investigations, Resolutions and Conciliations</i>			
Service Total	1,124,829	1,302,664	177,835
General	1,071,508	1,134,026	62,518
Federal	42,657	0	(42,657)
Special	10,664	168,638	157,974
<i>848 Police Community Relations</i>			
General	617,885	675,121	57,236

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Planning			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	11,346,018	10,229,736	(1,116,282)
<i>761 Development Oversight and Project Support</i>			
General	999,356	1,213,217	213,861
<i>762 Historic Preservation</i>			
Service Total	1,039,421	926,945	(112,476)
General	664,421	676,945	12,524
Federal	150,000	100,000	(50,000)
State	150,000	100,000	(50,000)
Special	75,000	50,000	(25,000)
<i>763 Comprehensive Planning and Resource Management</i>			
Service Total	3,591,381	3,712,996	121,615
General	1,666,881	2,185,208	518,327
Federal	220,000	150,000	(70,000)
State	150,000	150,000	0
Special	1,554,500	1,227,788	(326,712)
<i>765 Planning for a Sustainable Baltimore</i>			
Service Total	4,460,539	2,694,912	(1,765,627)
General	1,008,039	1,316,292	308,253
Federal	480,000	535,120	55,120
State	297,500	510,500	213,000
Special	2,675,000	333,000	(2,342,000)
<i>768 Administration - Planning</i>			
Service Total	1,255,321	1,681,666	426,345
General	1,255,321	1,431,666	176,345
State	0	250,000	250,000
Police			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	509,618,142	536,376,477	26,758,335
<i>621 Administration and Information Technology</i>			
Service Total	60,862,599	93,800,640	32,938,041
General	57,362,599	80,438,389	23,075,790
Federal	500,000	0	(500,000)
State	1,100,000	12,862,251	11,762,251
Special	1,900,000	500,000	(1,400,000)
<i>622 Police Patrol</i>			
Service Total	272,795,730	202,444,391	(70,351,339)
General	267,020,710	196,412,213	(70,608,497)
Federal	300,000	300,000	0

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
State	4,220,020	4,427,178	207,158
Special	1,255,000	1,305,000	50,000
<i>623 Crime Investigation</i>			
Service Total	34,715,532	53,498,966	18,783,434
General	33,957,532	52,554,451	18,596,919
Federal	270,000	390,000	120,000
State	488,000	554,515	66,515
<i>624 Target Violent Criminals</i>			
Service Total	43,372,016	52,746,294	9,374,278
General	37,983,308	46,822,659	8,839,351
Federal	81,619	0	(81,619)
State	3,092,569	3,659,354	566,785
Special	2,214,520	2,264,281	49,761
<i>625 SWAT/ESU</i>			
General	9,669,092	10,877,390	1,208,298
<i>626 Operational and Analytical Intelligence</i>			
Service Total	9,596,068	16,293,428	6,697,360
General	8,345,834	13,566,666	5,220,832
Federal	1,250,234	1,366,762	116,528
State	0	1,360,000	1,360,000
<i>627 Emergency Communications</i>			
General	7,915,382	14,064,986	6,149,604
<i>628 Police Internal Affairs</i>			
General	9,021,658	12,995,906	3,974,248
<i>632 Manage Police Records</i>			
General	6,822,427	7,483,083	660,656
<i>634 Crowd, Traffic, and Special Events Management</i>			
Service Total	10,188,381	11,610,040	1,421,659
General	10,098,381	11,555,040	1,456,659
Federal	90,000	55,000	(35,000)
<i>635 Recruitment and Training</i>			
Service Total	13,703,097	22,622,468	8,919,371
General	13,683,097	22,602,468	8,919,371
Federal	20,000	20,000	0
<i>637 Special Operations - K-9 and Mounted Unit</i>			
Service Total	4,422,559	4,509,328	86,769
General	4,274,380	4,354,708	80,328
Federal	5,000	5,000	0
State	143,179	149,620	6,441
<i>638 Marine Unit</i>			

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Service Total	2,077,195	2,765,832	688,637
General	2,077,195	2,465,832	388,637
Federal	0	300,000	300,000
<i>640 Special Operations - Aviation</i>			
General	6,363,224	7,054,321	691,097
<i>642 Crime Laboratory and Evidence Control</i>			
Service Total	18,093,182	23,609,404	5,516,222
General	17,228,757	23,048,260	5,819,503
Federal	864,425	561,144	(303,281)
Public Works			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	593,953,467	598,895,689	4,942,222
<i>660 Administration - DPW - SW</i>			
General	1,452,744	1,619,876	167,132
<i>661 Public Right-of-Way Cleaning</i>			
Service Total	23,352,304	26,538,380	3,186,076
General	17,767,400	17,829,031	61,631
Stormwater Utility	5,184,904	5,009,349	(175,555)
Federal	0	2,000,000	2,000,000
Special	400,000	1,700,000	1,300,000
<i>662 Vacant/Abandoned Property Cleaning and Boarding</i>			
Service Total	10,475,379	12,630,497	2,155,118
General	9,275,379	11,530,497	2,255,118
Federal	1,200,000	1,100,000	(100,000)
<i>663 Waste Removal and Recycling</i>			
Service Total	30,624,633	31,112,452	487,819
General	30,624,633	30,912,452	287,819
Special	0	200,000	200,000
<i>664 Waste Re-Use and Disposal</i>			
General	22,817,753	24,984,891	2,167,138
<i>670 Administration - DPW - WWW</i>			
Service Total	47,353,643	52,624,148	5,270,505
Wastewater Utility	26,877,707	30,007,954	3,130,247
Water Utility	20,475,936	22,616,194	2,140,258
<i>671 Water Management</i>			
Service Total	86,182,042	85,905,288	(276,754)
Water Utility	86,182,042	85,705,288	(476,754)
Federal	0	200,000	200,000
<i>672 Water and Wastewater Consumer Services</i>			
Service Total	33,253,050	33,755,903	502,853

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Wastewater Utility	13,075,399	13,376,133	300,734
Water Utility	16,112,527	16,221,148	108,621
Stormwater Utility	4,065,124	4,158,622	93,498
<i>673 Wastewater Management</i>			
Service Total	137,242,372	142,968,226	5,725,854
Wastewater Utility	136,922,447	142,648,301	5,725,854
State	319,925	319,925	0
<i>674 Surface Water Management</i>			
Service Total	24,032,531	20,520,181	(3,512,350)
Wastewater Utility	1,765,498	1,720,594	(44,904)
Water Utility	556,969	422,193	(134,776)
Stormwater Utility	21,310,064	17,977,394	(3,332,670)
Federal	100,000	100,000	0
State	300,000	300,000	0
<i>675 Engineering and Construction Management - Water and Wastewater</i>			
Service Total	159,005,481	157,013,795	(1,991,686)
Wastewater Utility	90,626,266	89,603,133	(1,023,133)
Water Utility	68,379,215	67,410,662	(968,553)
<i>676 Administration - DPW</i>			
General	3,079,371	2,810,865	(268,506)
<i>730 Public and Private Energy Performance</i>			
Service Total	15,082,164	6,411,187	(8,670,977)
Internal Service	2,577,624	2,411,187	(166,437)
State	12,004,540	3,500,000	(8,504,540)
Special	500,000	500,000	0
Recreation and Parks			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	50,205,685	53,632,580	3,426,895
<i>644 Administration - Rec and Parks</i>			
Service Total	4,601,351	5,323,403	722,052
General	4,457,870	5,081,024	623,154
State	143,481	242,379	98,898
<i>645 Aquatics</i>			
Service Total	3,395,900	3,503,668	107,768
General	2,495,900	2,603,668	107,768
Special	900,000	900,000	0
<i>646 Park Maintenance</i>			
Service Total	14,637,479	15,975,139	1,337,660
General	10,663,048	10,658,308	(4,740)
State	2,224,431	3,330,031	1,105,600

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Special	1,750,000	1,986,800	236,800
<i>647 Youth and Adult Sports</i>			
Service Total	868,304	961,225	92,921
General	696,388	785,230	88,842
Special	171,916	175,995	4,079
<i>648 Community Recreation Centers</i>			
Service Total	15,953,375	16,385,094	431,719
General	13,711,259	14,154,193	442,934
Federal	351,276	359,355	8,079
Special	1,890,840	1,871,546	(19,294)
<i>649 Special Facilities Management - Recreation</i>			
Special	2,338,721	2,982,928	644,207
<i>650 Horticulture</i>			
Service Total	1,820,527	1,969,200	148,673
General	1,214,098	1,390,357	176,259
Special	606,429	578,843	(27,586)
<i>651 Recreation for Seniors</i>			
Service Total	341,601	346,522	4,921
General	304,773	308,847	4,074
Special	36,828	37,675	847
<i>652 Therapeutic Recreation</i>			
General	450,356	463,959	13,603
<i>653 Park Programs and Events</i>			
Special	1,368,620	1,244,801	(123,819)
<i>654 Urban Forestry</i>			
General	4,429,451	4,476,641	47,190
Sheriff			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	21,814,102	21,237,761	(576,341)
<i>881 Courthouse Security</i>			
General	4,348,673	4,155,371	(193,302)
<i>882 Deputy Sheriff Enforcement</i>			
Service Total	10,804,934	10,590,877	(214,057)
General	10,804,934	10,355,587	(449,347)
Special	0	235,290	235,290
<i>883 Service of Protective and Peace Orders</i>			
General	2,165,790	2,099,188	(66,602)
<i>884 District Court Sheriff Services</i>			
General	2,757,417	2,730,331	(27,086)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
<i>889 Child Support Enforcement</i>			
General	1,737,288	1,661,994	(75,294)
State's Attorney			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	44,785,601	46,619,987	1,834,386
<i>115 Prosecution of Criminals</i>			
Service Total	34,319,905	35,470,883	1,150,978
General	27,079,612	27,725,528	645,916
Federal	1,227,591	1,378,020	150,429
State	5,555,632	6,053,376	497,744
Special	457,070	313,959	(143,111)
<i>781 Administration - State's Attorney</i>			
General	6,783,306	7,263,805	480,499
<i>786 Victim and Witness Services</i>			
Service Total	3,682,390	3,885,299	202,909
General	1,790,059	1,848,678	58,619
Federal	1,840,057	1,983,044	142,987
State	52,274	53,577	1,303
Transportation			
<i>ALL SERVICES TOTAL</i>			
ALL SERVICES TOTAL	201,453,690	201,397,630	(56,060)
<i>500 Street Lighting</i>			
General	22,958,350	21,644,607	(1,313,743)
<i>548 Conduits</i>			
Conduit Enterprise	11,968,849	12,308,498	339,649
<i>681 Administration - DOT</i>			
Service Total	10,874,066	9,672,248	(1,201,818)
General	10,329,989	9,122,248	(1,207,741)
Federal	544,077	550,000	5,923
<i>682 Parking Management</i>			
Service Total	32,873,746	32,101,383	(772,363)
Parking Enterprise	22,548,739	21,524,562	(1,024,177)
Parking Management	10,325,007	10,576,821	251,814
<i>683 Street Management</i>			
Service Total	32,179,305	33,326,488	1,147,183
General	31,133,904	33,326,488	2,192,584
State	891,951	0	(891,951)
Special	153,450	0	(153,450)
<i>684 Traffic Management</i>			
Service Total	12,104,841	12,048,032	(56,809)

(continued)

	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	11,451,892	11,380,065	(71,827)
Special	652,949	667,967	15,018
<i>685 Special Events</i>			
General	1,489,810	1,709,402	219,592
<i>687 Inner Harbor Services - Transportation</i>			
General	1,424,589	1,438,945	14,356
<i>688 Snow and Ice Control</i>			
General	6,658,208	6,740,227	82,019
<i>689 Vehicle Impounding and Disposal</i>			
General	7,917,564	8,008,638	91,074
<i>690 Sustainable Transportation</i>			
Service Total	20,113,790	16,430,281	(3,683,509)
General	7,341,991	6,666,477	(675,514)
Federal	104,551	0	(104,551)
State	3,278,385	3,155,818	(122,567)
Special	9,388,863	6,607,986	(2,780,877)
<i>691 Public Rights-of-Way Landscape Management</i>			
General	3,790,941	3,897,871	106,930
<i>692 Bridge and Culvert Management</i>			
General	2,679,480	3,631,232	951,752
<i>693 Parking Enforcement</i>			
Service Total	15,098,149	15,447,601	349,452
Parking Management	15,073,149	15,437,601	364,452
Special	25,000	10,000	(15,000)
<i>694 Survey Control</i>			
General	356,633	272,013	(84,620)
<i>695 Dock Master</i>			
Special	247,434	148,134	(99,300)
<i>696 Street Cuts Management</i>			
General	929,954	1,004,365	74,411
<i>697 Traffic Safety</i>			
Service Total	15,192,249	19,169,769	3,977,520
General	14,164,723	18,658,878	4,494,155
Federal	1,027,526	510,891	(516,635)
<i>727 Real Property Management</i>			
General	2,595,732	2,397,896	(197,836)
GRAND TOTAL			
TOTAL OPERATING BUDGET	2,952,972,004	3,071,895,872	118,923,868
LESS INTERNAL SERVICE	134,621,563	143,958,092	9,336,529
TOTAL OPERATING APPROPRIATIONS	2,818,350,441	2,927,937,780	109,587,339

Operating Budget Recommendation by Fund

Comparison of Current and Prior Year Budget

Summary by Fund

Fund Name	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	1,857,550,000	1,917,250,000	59,700,000
Convention Center Bond	4,562,625	4,562,625	0
Conduit Enterprise	11,968,849	12,308,498	339,649
Wastewater Utility	269,267,317	277,356,115	8,088,798
Water Utility	191,706,689	192,375,485	668,796
Stormwater Utility	30,560,092	27,145,365	(3,414,727)
Parking Enterprise	22,548,739	21,524,562	(1,024,177)
Parking Management	25,398,156	26,014,422	616,266
Federal	165,909,961	171,418,401	5,508,440
State	121,288,235	144,648,279	23,360,044
Special	117,589,778	133,334,028	15,744,250
Total	2,818,350,441	2,927,937,780	109,587,339

Internal Service Fund by Agency

Agency Name	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Comptroller	11,504,322	11,511,421	7,099
Finance	12,097,671	12,249,569	151,898
General Services	93,425,647	95,365,117	1,939,470
Human Resources	2,333,427	2,338,013	4,586
Law	3,721,452	3,567,446	(154,006)
M-R: Office of Information and Technology	8,961,420	16,515,339	7,553,919
Public Works	2,577,624	2,411,187	(166,437)
Total	134,621,563	143,958,092	9,336,529

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Changes to Permanent Full-Time Funded Positions

Finance Recommendations

By Agency

Agency	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Board of Elections			
General	5	5	0
City Council			
General	71	71	0
Comptroller			
General	71	70	-1
Internal Service	35	35	0
Council Services			
General	6	6	0
Courts: Circuit Court			
Federal	13	14	1
General	81	82	1
Special	2	2	0
State	27	26	-1
Courts: Orphans' Court			
General	5	5	0
Employees' Retirement Systems			
Special	77	79	2
Enoch Pratt Free Library			
General	339	345	6
Special	10	10	0
State	88	95	7
Finance			
General	263	271	8
Internal Service	30	30	0
Special	2	2	0
Fire			
General	1,676	1,676	0
Special	57	57	0
General Services			
General	50	53	3
Internal Service	341	348	7
Health			
Federal	273	257	-16
General	177	188	11
Special	249	286	37
State	85	83	-2

Agency	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Housing and Community Development			
Federal	58	58	0
General	370	378	8
Special	0	1	0
State	5	5	0
Human Resources			
General	72	68	-4
Internal Service	2	2	0
Law			
General	77	79	2
Internal Service	33	31	-2
Legislative Reference			
General	6	6	0
Liquor License Board			
General	22	22	0
Mayoralty			
Federal	1	0	0
General	78	83	5
Special	5	5	0
M-R: Cable and Communications			
General	4	4	0
M-R: Convention Complex			
General	151	151	0
M-R: Environmental Control Board			
General	9	8	-1
M-R: Office of Criminal Justice			
Federal	4	4	0
General	14	14	0
M-R: Office of Employment Development			
Federal	109	110	1
General	39	45	6
Special	7	7	0
State	6	6	0
M-R: Office of Human Services			
Federal	31	33	2
General	22	26	4
Special	17	18	1
State	57	85	28
M-R: Office of the Inspector General			
General	10	13	3
M-R: Office of the Labor Commissioner			
General	6	6	0
Municipal and Zoning Appeals			
General	10	10	0

Agency	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
Office of Civil Rights			
General	21	21	0
Office of Information Technology			
General	119	144	25
Internal Service	6	6	0
Planning			
General	55	57	2
Police			
Federal	15	13	-2
General	3,155	3,158	3
Special	12	10	-2
State	61	60	-1
Public Works			
General	753	753	0
Internal Service	9	9	0
Special	3	3	0
Stormwater Utility	145	146	1
Wastewater Utility	870	872	2
Water Utility	939	940	1
Recreation and Parks			
General	299	300	1
Special	12	12	0
State	0	2	0
Sheriff			
General	218	218	0
State's Attorney			
Federal	23	22	-1
General	319	326	7
Special	2	0	0
State	43	45	2
Transportation			
Conduit Enterprise	119	119	0
Federal	3	3	0
General	926	924	-2
Parking Management	153	154	1
Special	4	2	-2
State	1	1	0
TOTAL	13,543	13,694	+151

Summary of Full-Time Positions by Fund

Summary by Fund	Fiscal 2019 Budget	Fiscal 2020 Budget	Change in Budget
General	9,499	9,586	87
Water Utility	939	940	1
Wastewater Utility	870	872	2
Federal	530	514	-16
Internal Service	459	494	35
Special	456	461	5
State	373	408	35
Parking Management	153	154	1
Stormwater Utility	145	146	1
Conduit Enterprise	119	119	0
TOTAL	13,543	13,694	+151

FISCAL 2020

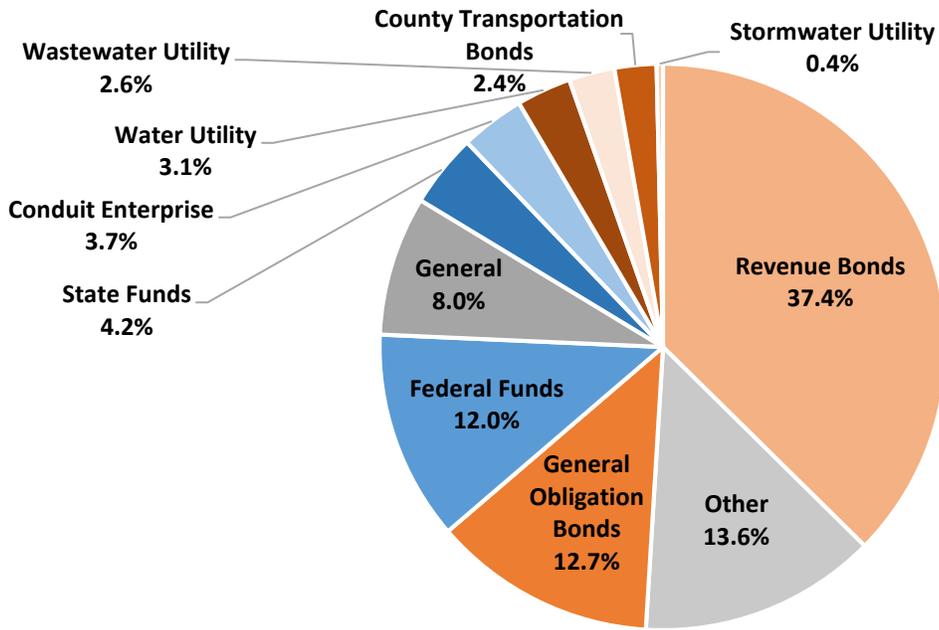
EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Summary of Capital Budget Recommendations

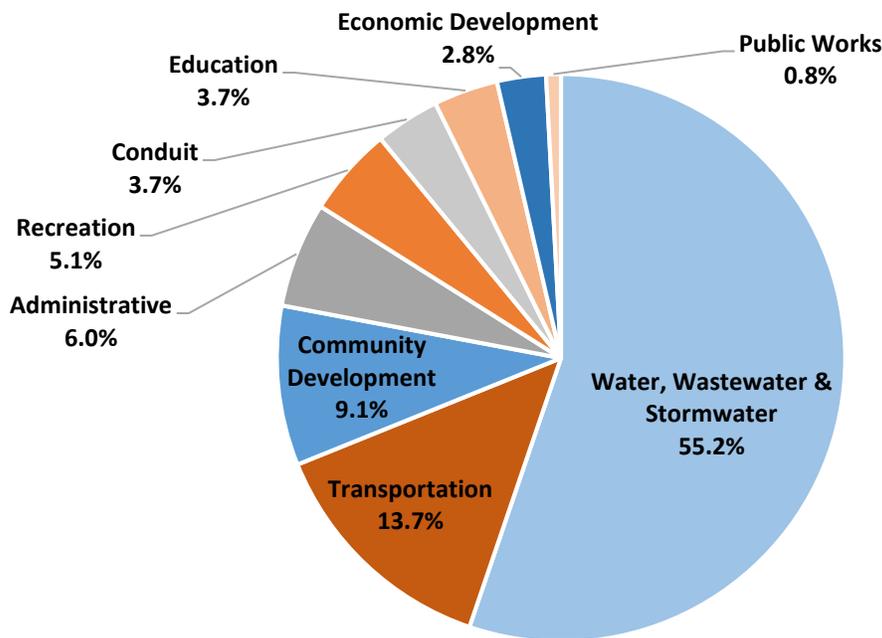
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Capital Budget Recommendations

Where the Money Comes From



How the Money is Used



Fiscal 2020

Capital Budget Recommendations

The recommendation for the Fiscal 2020 capital program is \$627.5 million, a 7.9% decrease from Fiscal 2019. The Capital Budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding.

Overview of Capital Projects	\$ in thousands
Fiscal 2020 Appropriated Budget Authority Request	627,464
Total Fiscal 2020 to Fiscal 2025 planned funding	2,871,212

Per Board of Estimates policy, a capital project is a physical betterment or improvement costing more than \$50,000 and any preliminary studies relative to that project. It does not include projects that cost less than \$50,000, vehicular equipment, repairs and maintenance costing less than \$100,000, and salaries for positions that are not part of the cost of the project. The Planning Commission submits a Six-Year Capital Improvement Plan (CIP) to the Board of Estimates, the first year of which becomes the recommended Capital Budget.

Funding for capital programs comes from either current revenues (referred to as “PAYGO”) or from borrowed funds (referred to as “Loans and Bonds”). Bond fund amounts are constrained by the need to ensure that future repayment of debt service can be made from the City’s operating budget. The City must also ensure that outstanding debt meets reasonable benchmarks and does not put an undue financial burden on future generations. Every five years, the City partners with an external expert who evaluates the City’s debt burden and makes recommendations on appropriate annual borrowing levels.

As in many older cities, Baltimore’s aging infrastructure often leads to higher costs for the City, either through emergency repairs, maintenance needs, or energy inefficiency. In addition, many City assets and buildings were built decades ago and might not best meet current City needs. Therefore, Capital Budget planning requires the City to target limited resources to upgrading and maintaining structures and infrastructure to maintain functionality of City assets.

One way of assessing the condition of City assets is the Department of General Service’s Facility Condition Index (FCI) measure. A higher FCI is a strong indicator of the need for either extensive corrective action or replacement. Likewise, in Fiscal 2020 the Department of Planning will begin development of a comprehensive City asset management system, which will house data on a variety of City assets, such as roads, bridges, recreation centers, libraries, and parks. While it is expected to take several years to gather data on all assets and their conditions, such a system will allow the City to make better decisions about investment in its physical infrastructure. It will allow the City to better understand the total funds that would be needed to address infrastructure that is not currently in an acceptable condition, and will help ensure that the City is investing in capital projects with the greatest potential to further progress on City goals.

General Fund

The City’s General Fund supports several fund sources for the Capital Budget, including Pay-As-You-Go (PAYGO) capital, General Obligation Bonds, Highway User Revenues, and County Transportation Revenue Bonds.

PAYGO

Recommendations from the General Fund PAYGO (which includes regular general funds and HUR-eligible general funds) total \$50 million, an increase of \$24.75 million or 98% above the General Fund Fiscal 2019 appropriation level. The increase this year is due to a projected surplus for Fiscal 2020 that allowed the City to invest \$50 million towards addressing important capital needs. Usually, the City operates from a baseline of \$15 million for PAYGO capital projects. The recommendation includes:

- Approximately \$29 million for deferred maintenance on City assets and priority development projects, including \$1 million in maintenance for Fire stations and engines, \$1.35 million for City Hall roof replacements, and \$2.15 million for Reedbird Park Improvements.
- Nearly \$16 million for Information Technology projects, including those required to meet the terms of the Baltimore Police Department’s Consent Decree.
- \$5.6 million to supplement HCD’s regular demolition budget, which will allow the agency to increase the pace of demolition of vacant and abandoned buildings in the City.

Note: \$14.1 million of General Fund PAYGO funds are HUR eligible; see page 41 for further discussion of HUR revenue and eligibility.

General Obligation Bonds

Recommendations for General Obligation Bonds are \$80 million, which is a \$15 million increase in funding. In 2018, voters authorized \$80 million in General Obligation bonds per year for Fiscal 2020 and 2021. The recommendation includes:

- \$19 million for renovation and modernization of schools in Baltimore City.
- \$32.5 million for renovation and modernization of neighborhood amenities, like parks, recreations centers, and libraries; City buildings, like courthouses and fire stations; and Information Technology infrastructure, such as storage capacity, applications, and fiber.
- \$28.5 million for community and economic development and affordable housing projects, including \$5.8 million for whole block demolition, \$1 million for urgent demolition, \$5 million for affordable housing, \$3 million for Community Catalyst Grants, and \$2 million for the Baltimore Homeownership Incentive Program.

Federal and State Funds

Appropriations from federal and State sources (excluding loan funds used by the utility program, described in greater detail below) are recommended at \$70.6 million. The recommendation includes:

- Nearly \$9 million from the State to Baltimore City Recreation and Parks (BCRP) projects, including \$1.04 million for park building and trail improvements, \$1.5 million for the athletic field renovation program, and over \$2 million for small community parks.
- \$2 million in Pimlico Local Impact Aid for the development of a new library in the Park Heights neighborhood
- Over \$12 million in Federal funds for bridge maintenance and upgrades, specifically the Perring Parkway Ramp, Remington Avenue, Russell Street, and Wilkens Avenue bridges.
- A combined \$11.5 million in federal funding for the renovation of City streets, highways, and traffic engineering.

Utility Funds

The water, wastewater, and stormwater programs within the Department of Public Works are fully funded with utility funds, which are the fees paid for water, sewer, and stormwater services. Capital projects within these programs are paid for by a combination of current revenue (utility funds), debt that will be repaid by future utility funds (revenue bonds and State or federal loans), and other sources such as county grants. The recommended funding for the utility programs totals \$373 million. The recommendation includes:

- \$3.75 million for improvements to the Colgate Creek stormwater pumping station.
- Over \$50 million for repairs, replacements, and rehabilitation for the City’s sewer interceptors and siphons.
- \$32.4 million for projects upgrade, replace, and rehabilitate critical electrical and control systems, as well as increase efficiency and effectiveness, at the Back River and Patapsco Wastewater Treatment Plants.
- \$165 million for water infrastructure across the City, including funding for water main replacements; water pipe and valve rehabilitation, replacement, and repair; and water filtration plant repairs and upgrades.

Fiscal 2020 Capital Budget Plan

Capital Funds	Fiscal 2019 Budget	Fiscal 2020 Budget	Dollar Change	Percent Change
Pay-As-You-Go				
General	25,250,000	50,000,000	24,750,000	98%
Conduit Enterprise	20,000,000	23,000,000	3,000,000	15%
Wastewater Utility	8,078,000	16,388,000	8,310,000	102.9%
Water Utility	9,081,000	19,578,000	10,497,000	115.6%
Stormwater Utility	4,747,000	2,275,000	(2,472,000)	-52.1%
Total	67,156,000	111,241,000	44,085,000	65.6%
State and Federal Funds				
Federal	66,284,000	75,191,000	8,907,000	13.4%
State	79,909,000	26,235,000	(53,674,000)	-67.2%
Total	146,193,000	101,426,000	(44,767,000)	-30.6%
Loans and Bonds				
Revenue Bonds	244,104,000	234,641,000	(9,463,000)	-3.9%
General Obligation Bonds	65,000,000	80,000,000	15,000,000	23.1%
County Transportation Revenue Bonds	15,000,000	15,000,000	0	0.0%
Total	324,104,000	329,641,000	5,537,000	1.7%
All Other	143,476,000	85,156,000	(58,320,000)	-40.6%
Total Capital - All Funds	680,929,000	627,464,000	(53,465,000)	-7.9%

Capital Budget by Agency Detail

Agency	Funding Amount
Baltimore City Schools	
Construction	
City Bond Funds	5,100,000
Systemics	
City Bond Funds	13,900,000
Baltimore Development Corporation	
City Bond Funds	2,550,000
City General Funds	2,800,000
State Funds	3,000,000
General Funds (HUR Eligible)	1,000,000
Other	1,982,000
Total	11,332,000
Convention Center	
City Bond Funds	1,600,000
General Services	
City Bond Funds	7,400,000
City General Funds	3,000,000
State Funds	1,500,000
Total	11,900,000
Housing and Community Development	
City Bond Funds	21,580,000
City General Funds	8,275,000
Federal Funds	13,127,000
State Funds	10,771,000
General Funds (HUR Eligible)	1,375,000
Other	1,900,000
Total	57,028,000
Mayoralty-Related	
City Bond Funds	4,308,000
City General Funds	2,200,000
Other	(1,982,000)
Total	4,526,000
Office of Information & Technology	
City Bond Funds	9,700,000
General Funds	6,000,000
Total	15,700,000
Planning	
City General Funds	200,000
Police Department	
City General Funds	9,800,000

Agency	Funding Amount
Pratt Library	
City Bond Funds	2,000,000
State Funds	2,000,000
Total	4,000,000
Public Works	
Pollution/Erosion Control	
Revenue Loans	708,000
Solid Waste	
City Bond Funds	4,562,000
Stormwater	
Revenue Loans	3,073,000
Utility Funds	2,275,000
Total	5,348,000
Waste Water	
Revenue Loans	90,984,000
Utility Funds	16,388,000
Federal Funds	30,814,000
County Grants	37,846,000
Total	176,032,000
Water Supply	
Revenue Loans	128,858,000
Utility Funds	19,578,000
County Grants	16,685,000
Total	165,121,000
Recreation & Parks	
City Bond Funds	7,300,000
City General Funds	3,600,000
State Funds	8,881,000
Other	12,108,000
Total	31,889,000
Transportation	
Alleys & Footways	
Revenue Loans	3,882,000
State Funds	50,000
Other Funds	1,500,000
Total	5,432,000
Bridges	
Revenue Loans	4,586,000
Federal Funds	12,520,000
General Funds (HUR Eligible)	2,660,000
Total	19,766,000
Conduit	
Other	15,000,000
Construction Conduits	
Other	8,000,000

Agency	Funding Amount
Dev. Agencies	
Federal Funds	7,240,000
State Funds	33,000
General Funds (HUR Eligible)	1,361,000
Other	17,000
Total	8,651,000
Street Resurfacing	
Revenue Loans	12,500,000
Streets & Highways	
Revenue Loans	1,550,000
Federal Funds	10,030,000
General Funds (HUR Eligible)	7,479,000
Other	10,300,000
Total	29,359,000
Traffic Engineering	
Revenue Loans	3,500,000
Federal Funds	1,460,000
General Funds (HUR Eligible)	250,000
Other	4,800,000
Total	10,010,000
Total	627,464,000

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FISCAL 2020

EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

Appendix

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ACTIVITY: A subdivision of a program that specifies how the program is performed. Some programs may be accomplished through the performance of only one activity, while other programs may require the performance of two or more activities.

AGENCY: An organization authorized by the Mayor and City Council to operate in the best interest of the public. Each agency is responsible by City Charter for submitting a budget request outlining projected costs of operation for the upcoming fiscal year to the Director of Finance and/or Planning Commission, as applicable.

APPROPRIATION: The legislative authority to spend and obligate a specified amount from a designated fund account for a specific purpose.

ASSESSABLE BASE: The value of all taxable property within the boundaries of the City of Baltimore.

ASSESSED VALUATION: A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

BUDGET: A proposed plan of revenue and expenditure for a given year.

CAPITAL FUND: A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue, and general obligation bond borrowing, state, federal, county, private, and other miscellaneous sources.

CAPITAL BUDGET: The appropriations for capital projects, which comprise the first year of the Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM: A six-year plan specifying physical improvements recommended by the Planning Commission after reviewing the requests of City agencies.

CAPITAL PROJECT: An improvement to City property, which by policy of the Board of Estimates must meet defined criteria.

CONDUIT ENTERPRISE FUND: Established to budget for revenue charged to private and public entities renting space in the City owned and operated underground conduit system and for operating and capital expenses for the system.

CONVENTION CENTER BOND FUND: Established in Fiscal 1995 to budget and account for hotel tax revenues to be dedicated to support the payment of principal and interest associated with City indebtedness to finance one-third of the \$150 million cost of the joint City-State expansion of the Baltimore Convention Center.

CURRENT LEVEL OF SERVICES BUDGET: Estimates of the appropriations needed by each municipal agency for the next ensuing fiscal year. These estimates are formulated in order to maintain the same service level for each particular program, purpose, activity, or project included in each agency's budget.

DEBT SERVICE: Principal and interest payments on debt (bonds) incurred by the City.

DEDICATED FUNDS: Includes revenue, which by law, contract, or regulation may be used only to support appropriations for specific purposes.

FISCAL YEAR: The time frame to which the annual budget applies. For the City of Baltimore, this period is from July 1 through June 30.

FUND: A sum of money segregated for specific activities. Use of this money requires adherence to special regulations established for each type of fund. The funds identified within Baltimore City's budget are the Capital Fund, Conduit Enterprise Fund, Convention Center Bond Fund, General Fund, Internal Service Fund, Loan and Guarantee Enterprise Fund, Parking Enterprise Fund, Parking Management Fund, Special Fund, Water Utility Fund, and Wastewater Utility Fund.

FUNDING SOURCE: Income/revenue received which supports an appropriation.

GENERAL FUND: A central fund into which most of the City's tax and unrestricted revenues are budgeted to support basic City operations and pay-as-you-go (PAYGO) capital projects.

GRANT: A contribution made from either the private sector to the City or by one governmental unit to another unit. The contribution is usually made to support a specified program, function, or project.

INDICATOR: A measure that represents a quality of life improvement that the City tracks and is ultimately aiming to improve. The City has 18 measurable Indicators organized within each of the Priority Outcomes that reflect many of the City's greatest challenges.

INTERNAL SERVICE FUND: Established to budget for the financing of goods and/or services provided by certain City agencies to other City agencies or programs on a cost reimbursement basis.

LOAN AND GUARANTEE ENTERPRISE FUND: Established to budget for the self-supporting program of loans and guarantees administered by the Department of Finance pursuant to policies and procedures approved by the Board of Estimates. Closed in Fiscal 2018 and transferred into General Fund in Fiscal 2019.

MAJOR GOVERNMENTAL FUNCTION: For purposes of comparison, a group of similar services rendered by various agencies within the City will be segregated together, e.g., Adjudications and Corrections, Economic Development, General Government, Legislative, Public Safety, Social Services, et cetera.

MAYOR'S OFFICE OF SUSTAINABLE SOLUTIONS (MOSS): An innovative accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies. The MOSS-CitiStatSMART division conducts performance management reviews for all major agencies.

OBJECT OF EXPENDITURE: A group of similar services, commodities, equipment, or personnel costs used to clarify spending within the budget. Objects of expenditure identified within Baltimore City's budget are:

Salaries: Payment to personnel for services rendered to the City including overtime, shift differential, sick leave conversion, full-time, part-time, and contractual personnel costs.

Other Personnel Costs: Payment for benefits provided to City personnel. Included are charges to the City for social security, retirement, health plan, and prescription drug costs.

Contractual Services: Payment for services rendered to the City under contractual arrangements such as rents and telephone service.

Materials and Supplies: Payment for consumable materials and supplies such as custodial supplies and heating fuel.

Equipment: Payment for replacement or procurement of City property other than real property.

Grants, Subsidies and Contributions: Payment in support of various non-profit, private sector activities which will provide health, welfare, educational, cultural, and/or promotional benefits to citizens of Baltimore.

Debt Service: Payments for interest and principal of bonds issued by or on behalf of the City.

Capital Improvements: Payment for the acquisition of real property or improvements made to existing City property.

OPERATING BUDGET: A plan, approved by the Mayor and City Council, for appropriating funds to agencies for operating costs during the fiscal year. This plan establishes legal expenditure limits and will reflect appropriations budgeted according to programs, sources of funding, and costs of program operation other than capital improvements, which are over \$50,000; items of repair, maintenance or emergency nature costing more than \$100,000; or Bureau of Water and Wastewater items of repair, maintenance, or emergency nature costing more than \$250,000.

ORDINANCE OF ESTIMATES: A bill enacted by the City Council, and approved by the Mayor, which gives legal effect to the appropriations included in the annual budget.

OTHER POST EMPLOYMENT BENEFITS (OPEB): The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB be recorded as accrued liabilities in the annual financial statements of governmental entities. Therefore, an annual contribution to a Post-Employment Benefits Trust Fund is required.

OUTCOME BUDGETING: A budget process that aligns resources with results that matter most to citizens. It's a budgeting tool that integrates strategic planning, long range financial planning, and performance management.

OVERTIME: Payments to employees eligible for additional compensation for services rendered after a regularly scheduled work period subject to the provisions of negotiated labor contracts and the federal Fair Labor Standards Act.

PARKING ENTERPRISE FUND: Established to budget for operating and debt service expenses for City financed garages substantially supported by revenues derived from operation of these garages.

PARKING MANAGEMENT FUND: Established to budget for the administration of the City's parking garages and lots, parking enforcement activities, and operation of the parking garages and lots financed with General Obligation Bonds.

PAY-AS-YOU-GO (PAYGO): Capital projects funded from current year revenues.

PERFORMANCE MEASURES: Show the results or public benefits of the services provided. The benefits can be in the form of an amount of products or services provided (outputs); reflect the cost per unit of output or outcome (efficiency); gauge how well a service meets customer expectations (effectiveness); or changes in attitudes, behaviors, knowledge, skills, and conditions as a result of the service (outcome).

POSITIONS: Represents those permanent full and part-time jobs that have a job number assigned.

Permanent Full-Time: Payments to an employee filling a permanent full-time budgeted position for services rendered on a continuing basis.

Permanent Part-Time: Payments to an employee who works less than a full-time schedule on a continuing basis.

PRIORITY OUTCOMES: Goals established by the Mayor for improving the quality of life for Baltimore's citizens. The current Priority Outcomes are:

- Education & Youth Engagement
- Public Safety
- Quality of Life
- Economic Development & Jobs
- Accountability & Transparency

REVENUE: Income generated by taxes, fines, penalties, notes, bonds, investment income, property rental, user charges, federal grants, state grants, private grants, county grants, and miscellaneous services.

SALARY AND WAGE DIFFERENTIAL: Added compensation received by certain employees when regularly assigned to night or shift work and to certain employees when required to work under various hazardous conditions.

SALARY AND WAGE SAVINGS: An adjustment made to appropriations resulting from the number of permanent full-time positions which are either vacant, filled by an employee in a lower pay classification, or through employee turnover within the agency.

SERVICE: Replaces program in the budget structure. An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired Outcomes for City residents.

SERVICE CODE: A three-digit numeric code used to identify services or programs within an agency.

SEVERANCE PAY: Payments to permanent full-time and permanent part-time employees for amounts due them for accumulated leave balances to include vacation, personal, sick, et cetera, pursuant to provisions of negotiated labor agreements.

SPECIAL FUND: Established to budget for revenues derived from certain state, federal and private governmental grants, and other revenue sources that are restricted to expenditures for specific purposes.

STIPENDS: Payments to participants in certain grant-funded programs for a specific purpose.

STORMWATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's stormwater management system.

SUB-OBJECT OF EXPENDITURE: A subdivision of an object of expenditure in which groups of similar services or related articles are further delineated into more specific types of expenditures.

SUPPLEMENTARY APPROPRIATIONS: Additional spending authority provided by the City Council and approved by the Mayor derived from revenues from any source, other than the full rate property tax and other taxes, imposed in excess of or in addition to those relied upon by the Board of Estimates in determining the tax levy required to balance the annual Ordinance of Estimates. These appropriations include grants from private or governmental sources which could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates, additional appropriations for programs included in the annual budget made necessary by a material change in

circumstances, or new programs which could not be reasonably anticipated at the time of formulation of the Ordinance of Estimates.

All such appropriations must be embodied in a separate ordinance limited to a single program, purpose, activity, or project and provide the revenue necessary to support the appropriation.

TARGET: Targets are the annual numerical benchmarks an agency aims to achieve for a performance measure in a given year.

TRANSFERS: Charges or expenditure reimbursements used as follows:

- To reimburse a program for costs which are charged as overhead to special grants.
- To transfer expenditures between funds in order to adjust the amounts derived from various sources for a multi-funded program rather than split each object and sub-object of expenditure.
- To reimburse a program for services rendered where the reimbursement is calculated on a fee basis rather than for specific expenditures.

WASTEWATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's sewage facilities.

WATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's water supply system.

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Finance Director:
Henry J. Raymond

Deputy Finance Director:
Stephen M. Kraus

Budget Director:
Robert Cename

Deputy Budget Director:
Daniel Ramos

Director of Revenue and Long-Term Financial Planning:
Pedro Aponte

Budget Operations Manager:
Mira Green

Budget Management Analyst II:
Rachel Zinn

Budget Management Analyst I:
Thomas Clark
Philip Gear
Michael Goers
Christopher Harrington

Revenue and Long-Term Financial Planning Analyst:
Matthew Rappaport

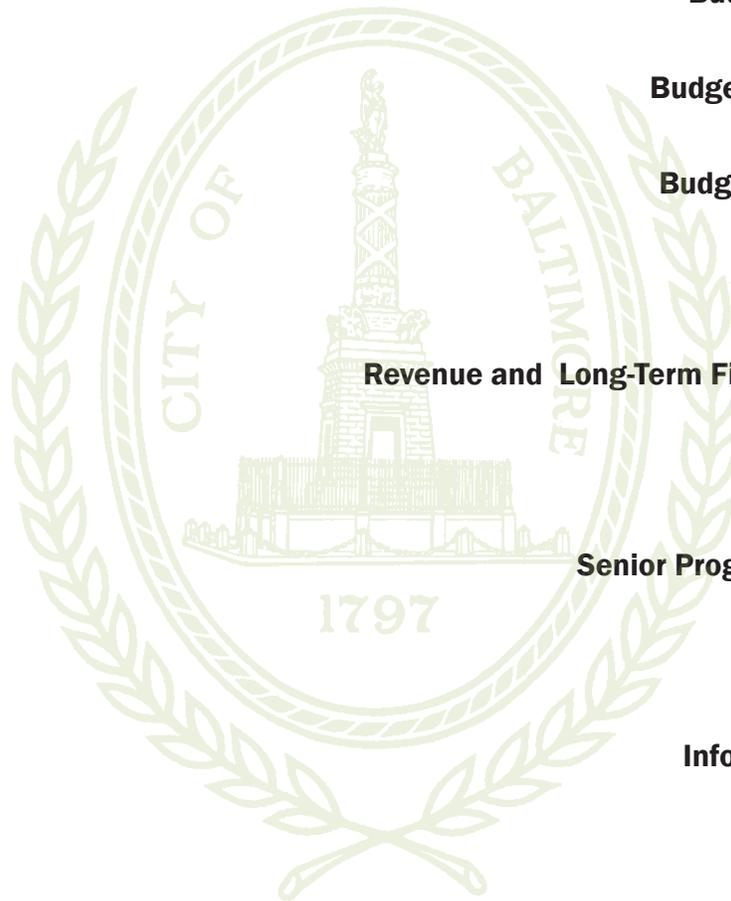
Data Lead:
Lillian Nguyen

Senior Program Assessment Analyst:
Jonathan Morancy

Junior Analyst:
Mara James

Information Systems Analyst:
Theo Woldesemayat

Executive Assistant:
Jeanine Murphy



The City of Baltimore budget publications are available at the Enoch Pratt Free Library Central Branch in the Maryland Room and online at budget.baltimorecity.gov.

For additional information, contact the Department of Finance, Bureau of the Budget and Management Research: 469 City Hall - 100 N. Holliday Street; Baltimore, MD 21202 P: 410.396.5944 or Email: budget@baltimorecity.gov.



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